NATIONAL PETROLEUM NEWS

OCTOBER 1992

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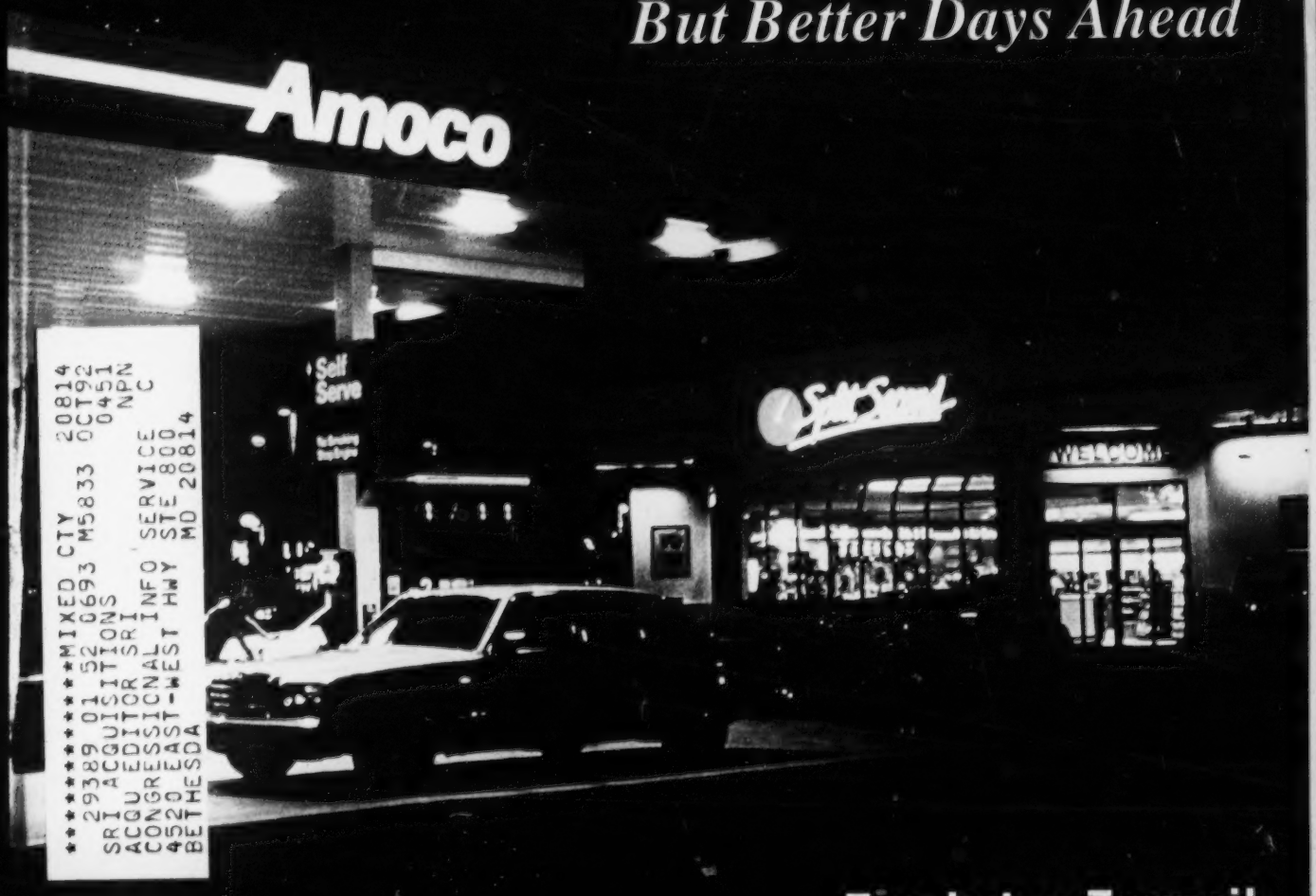
C-Store Survey

Industry Hits the Wall, But Better Days Ahead



Truckstop Turmoil

'New Wave' TBA

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Editor's Viewpoint

There's big trouble in the convenience store industry, or so you would believe from all the reports, the surveys, the statistics and even the gossip that are circulating around the industry.

Fact is, these are tough times for the C-store industry. Some say it's an industry in decline, that the boom times are over, that the market is saturated with too many stores. And so on.

I don't buy it.

Yes, sales are flat, overall (except for gasoline, which continues to command a bigger share of the total convenience store sales mix each year). The total number of outlets appears to have leveled off, too, after years of soaring industry expansion. The industry's sum total pretax profits mount up to a big goose egg. Some of the Bigs (Southland, Circle K, NCS) have been muddling through Chapter 11 in recent years—the victims of marketing overreach, excessive leveraging, a limp economy and new competitors in the marketplace, i.e., the major oil companies.

Yes, there's trouble. But there are good signs, too, for the industry. Some very good signs. Our own *NPN* Convenience Store Survey (see p51) reveals that petroleum marketers and convenience store companies responding to the survey, while losing a net 1,381 outlets since 1990, project a gain in total outlets of 484 stores by the end of next year. And some 300 companies say they will remodel or rebuild 1,482 outlets in the same time frame. Not a boom, perhaps, but progress, certainly.

The most important fact to emerge from all the industry surveys is that smaller companies are healthier in today's market than the bigger firms. In this respect, our *NPN* survey intersects with the 1992 *State of the Industry* (SOI) report published by the National Assn. of Convenience Stores (NACS). Our survey shows smaller firms (1-50 outlets) lost fewer units since 1990 and expect to add more units, comparatively, than big firms. The pretax profitability data in the NACS study provides almost a mirror image of per-store profit by the small 1-10 store operators ($14,000 per store profit) and the over 500 store companies ($12,800 per store loss).

Another good omen. A recent Gallup poll (commissioned by NACS) shows that 96% of Americans are regular shoppers at the nation's C-stores. This is up from 1988's figure of 88%. Almost half of all Americans shop at C-stores two or more times a week, up 5% from 1988.

Hang in there, folks. Better times are ahead.

—Don Smith

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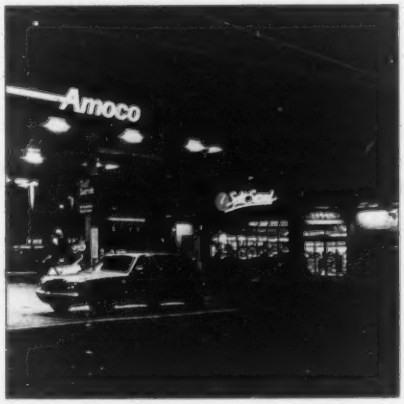

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● TRENDS

Free Trade Will Affect Oil Products, Too

The North American Free Trade Agreement, or NAFTA, if it goes through as presently envisioned, will open, to some degree, the United States, Canadian and Mexican borders in a way that is bound to have significant effects on trade in practically all products, including petroleum.

Significant doesn't necessarily mean a huge increase or decrease, in one direction or another. It means free-market processes, in which ordinary business practices now confined within national boundaries will expand throughout the continent. With less restriction at borders, business will be transacted in ordinary ways.

The potential is enormous. North America is a vast economy, with $6-trillion product sales annually and 360-million consumers.

Barriers will come down and red tape will diminish, leaving marketers to work out new arrangements on a footing more like what goes on among states in this country rather than among nations in the world.

The kinds of trading that go on among U.S. refiners and marketers will spread across the continent. Some such trading is already going on, but much more will be done.

Under NAFTA, 65% of U.S. industrial and agricultural exports to Mexico will be duty free immediately or within five years. Negotiators are working on detailed tariff sheets covering 9,000 products.

Trading will increase in gasolines and diesel fuels that don't meet strict U.S. environmental requirements. Thomas G. Burns, Chevron chief economist, explains that with the U.S. moving toward very heavily reformulated gasoline, "some of the refinery blends that are no longer suitable in the United States will go to Mexico, and Mexico will be able to make some reformulated gasoline in their refineries and sell that in the premium markets here."

He says there will also be enhanced cross-border trade because of logistics, because of where refineries are located. "There is already a certain amount of that," he says. "For example, in El Paso, where Chevron has a refinery, we sell products across the border to Mexico because it is much cheaper and convenient for them to buy from us than to transport it from their own refineries. There will be more of that."

Burns believes there will be an increase in cross-border activity, but not necessarily in net volume. "Anything you do to enhance trade is going to have an impact on the petroleum products trade as well," he says. "I suspect, though, that at the end of the day, the net volume going across will probably be similar to what it is now. But there will be more flows in both directions as people take advantage of lower tariff barriers and ease of movement in order to make the kinds of swaps that are typically made in the oil industry inside of the country."

The same is true for Canada. "Cross-border trade has been going on for a while, and it will increase," Burns comments.

He explains, "As you treat a number of economic units as a single unit"—North America as a whole rather than as three countries—"you obviously get more movement around. You're going to see more movement in general, I think, but, again, the net amount moving is probably going to be about the same."

He says cross-border buying of motor fuel in U.S. cities along the Canadian border will continue as before because it's based primarily on state and local product taxes, which are not affected by the free-trade agreement.

The Mexican constitution forbids ownership of its petroleum resources by foreign countries, so forget that. U.S. natural gas should be able to find markets in Mexico. U.S. petroleum equipment should also find markets across borders. Pemex, the Mexican national oil company, will eventually be able to buy from U.S. companies, a potential of $5-billion a year.

All three nations must still ratify NAFTA before it becomes a reality, but many give it a good chance. Perhaps by next year things should start happening, with tariffs phasing out for the next five to 10 years.

—Mark Emond

● MARKETPLACE AT A GLANCE

AVERAGE GASOLINE PRICES IN THE U.S. (per gal.)

July	Gasoline (All types*)	Unleaded Regular	Unleaded Premium
U.S. City Avg.	$1.238	$1.175	$1.363
Regions			
Northeast	1.281	1.198	1.414
North Central	1.169	1.125	1.298
South	1.209	1.135	1.319
West	1.332	1.285	1.461

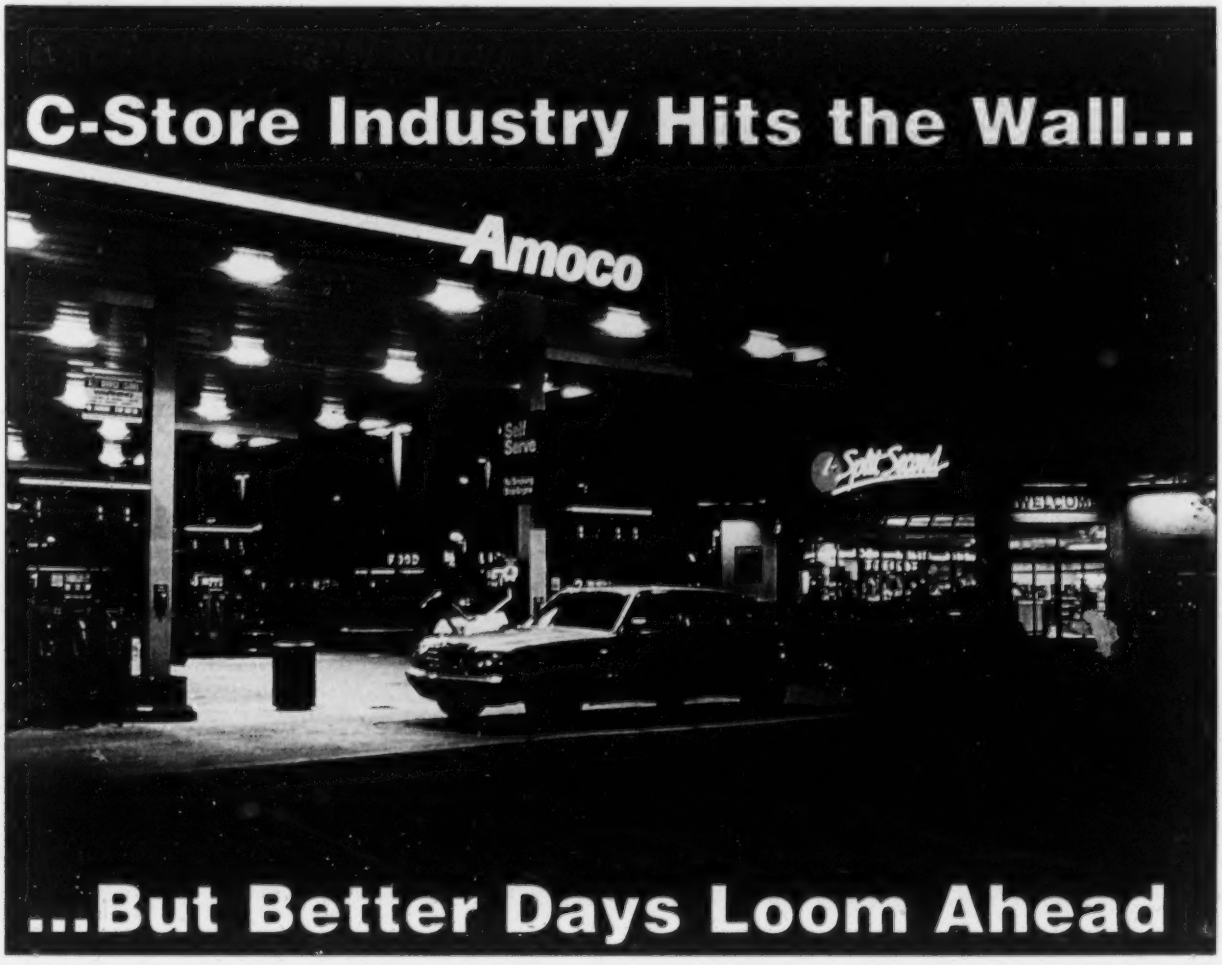
** Data no longer collected or available on leaded regular.*
Source: U.S. Dept. of Labor, Bureau of Labor Statistics.

STOCKS (Add 000 bbl.)

	8/28/92	8/30/91
Gasoline (Total)	205,147	209,622
Unleaded*	164,572	167,228
Jet Kerosine	41,592	42,069
Distillates	126,124	126,657
Residual	40,085	46,217

** Leaded regular prices no longer collected by Bureau of Labor Statistics.*
Source: American Petroleum Institute.

C-Store Industry Hits the Wall...



...But Better Days Loom Ahead

Editor's note: Special thanks to Copy Editor/Editorial Research Manager Greg Lindenberg; Special Projects Editor Maryann Keblusek; and Editorial Assistants Arlene Clatts and Caroline Ward for organizing, compiling and processing the data for this survey. The NPN staff if also grateful for the cooperation of the many marketers, convenience store firms and oil companies that participated in the survey.

At some point in the last three years, the "oomph" went out of the dynamic growth that has characterized the convenience store industry over the past 15 years or so.

Some say it's just part of the general economic malaise that is afflicting the U.S. economy. Some point to intensified competition from newer players in the market; i.e., the major oil companies, some of which have been expanding their C-store networks at a breakneck pace.

By Don Smith
Editor

Many in the industry—marketers, C-store companies—claim, too, that some of the majors have been playing hardball with gasoline pricing, tearing up markets with retail postings at their company outlets that are below the cost they sell to their wholesale customers.

Moreover, some traditional giants of the C-store business—Southland, Circle K, National Convenience Stores—are suffering painful financial hangovers from the overheated expansion binge of the 1980s. Overleveraged and overbuilt, these companies are downsizing, consolidating and pulling back from certain markets to get their financial houses in order.

Environmental and other regulatory costs are skyrocketing, too, putting a further strain on financial resources already stretched thin by a soft economy and slackened demand.

Even the major oil companies are hurting in today's business climate, despite their penetration of the C-store market. They, too, have been downsizing. Hardly a week goes by without one of the majors announcing a work force reduction, a market pullout or the selloff of a batch of retail properties and other assets.

NPN's Market Facts '92, published in mid-June, reported that eight out of ten of the largest companies had a combined loss of 5,245 retail units in the past year—many of them C-store/gasoline outlets. The net loss for the top ten oil companies was 3,591 retail locations.

Times are hard for petroleum marketers and C-store operators alike. However, our annual *NPN* C-store survey contains more than a few hints of optimism for the industry in the next year. Data from this year's survey shows that a greater percentage of marketers and C-store companies plan to build or acquire new retail units in the year ahead than at any time in the past three years. Only the continued downsizing at several of the biggest C-store companies stands in the way of 1993 becoming a banner year for industry growth.

Soft market

There's no question that the convenience store industry has "plateaued" in the past two years. The annual *State of the Industry Report* (SOI) published by the National Assn. of Convenience Stores (NACS) reported that the total number of

(Continued on page 68)

NPN's Convenience

Company	H.Q. Location	C-Store Name	No. of States Where Stores Are Located	Company Operated	Franchise Operated
A-B Petroleum, Inc.	Colorado Springs, CO	U-Gas-Um Food Store	1	7	0
ARO Systems, Inc.	St. Peters, MO	Mr. Fuel / ARO Mart	2	0	0
Acme Retail Inc.	Gastonia, NC	Handy Pantry Food Store	2	—	—
Admiral Petroleum Co.	Coopersville, MI	Admiral	1	0	0
Ahlport Petroleum Corp.	Watsonville, CA	Exxon Mini Market	1	3	0
Alaskan Oil, Inc.	Syracuse, NY	Alaskan Oil Konvenience Store	1	0	0
Albemarle Oil Co.	Albemarle, NC	Various	1	0	21
Allen Oil Co., dba Pump N Pantry	Savannah, GA	Pump N Pantry	1	0	0
*Amerada Hess Co.	Woodbridge, NJ	Hess Mart	5	127	0
Amoco Oil Co.	Chicago, IL	Amoco Food Shop	32	367	0
Amocoland, Inc.	*Morristand, TN*	*Amocoland*	1	9	0
Annis Petroleum Products	Waterloo, IA	Metro 66	1	0	0
Arco Products Inc.	Los Angeles, CA	am / pm Mini Market	5	N/A	N/A
Arens Oil Inc.	Montgomery City, MO	Kwik Store	1	11	0
Arkansas Valley Petroleum Inc.	Tulsa, OK	Git N Go	2	0	0
Arogas, Inc.	St. Charles, MO	One Stop Food Mart / Mr. Fuel	2	4	0
Asco Oil Co. Inc.	Logansport, IN	ASCO / Sunoco	1	3	0
Ashmore Distributors Inc.	Madisonville, KY	One Stop Food Mart	1	5	0
Atlas Oil Co.	East Hartford, CT	Atlas	2	19	0
Aviva Stores Corp., Div. Reid Petroleum Corp.	Lockport, NY	Aviva Food Store	1	3	N/A
Ayer's Oil Co.	Canton, MO	Ayer Co.	1	15	0
B 'n B Convenience Stores	*Austell, GA*	*Quick N Easy*	1	0	0
BFC	Rochester, MN	Pump N Munch	3	0	0
BFS Foods	*Bruceton Mills, WV*	*B.F.S. Foods*	3	0	0
B & J Gas & Oil Inc.	Hixson, MI	B & J Gas & Oil	1	0	0
Baird Oil	Boise, ID	Go-Fer Convenience Store	1	0	0
F.L. Baker Distributing, Inc.	Carlyle, IL	Amoco Food Shop	1	3	0
Baltus Oil Co.	Marshfield, WI	Bread & Butter Shop	1	0	0
Bama Oil Co.	Montgomery, AL	Capitol Service Station	1	10	0
Barkman Oil Co. Inc.	Woodbury, PA	Barkman Oil	1	2	2
Baron-Huot Oil Co.	Kankakee, IL	Huot Oil	1	0	0
Barrick Enterprises Inc.	Birmingham, MI	B Mart	1	9	0
Barron & Sons, Inc.	Monroe, MI	Total	1	2	0
Bartel Enterprises Inc.	Wheaton, IL	Bartel's Classic Fuel Mart	1	0	0
Bauserman Oil Co.	Winchester, VA	Jiffy Mart	1	5	0
Bazell Oil Co.	Logan, OH	Pennzoil Convenience Store	1	2	0
Bedford Valley Petroleum Corp.	Everett, PA	RG's Food Shop	3	N/A	N/A
Berreth Oil Inc.	Mishawaka, IN	Various	1	6	0
Besche Oil Co.	Waldorf, MD	Quik Shop	2	9	0
Best Oil Co.	Pittsburgh, PA	Toot-N-Scoot	2	N/A	N/A
Bettiol Fuel Service, Inc.	Onconta, NY	Red Barrel Food Store	1	20	0
Big Chief Distribution	Killeen, TX	Big T Gas	1	3	0
Big John's	*Oneida, TN*	*Big John's*	2	10	0
Big K Oil Co., Inc.	Hattiesburg, MS	Big K Food Store	1	14	1
Big Rs	Battle Mountain, NV	Big R	1	0	0
Blackmon Oil Co.	Columbus, GA	Corner Cupboard	2	6	0
Blodgett Oil Co. Inc.	Mt. Pleasant, MI	Shell Food Mart	1	13	0
Blueox Corp.	Oxford, NY	Nice N Easy	1	0	8
Boardman Oil Co. Inc.	Augusta, GA	Texaco Food Mart	2	0	0
Bodie's Dairy Markets	*Georgetown, DE*	*Bodie's Dairy Market*	2	6	0
Body Beautiful Car Wash Inc.	San Diego, CA	Body Beautiful Car Wash Mini-Mart	1	1	0
Bold Petroleum Inc.	Colorado Springs, CO	Acorn	1	9	0
Boncosky Oil Co.	Elgin, IL	Mobil Mart	1	3	0
Boots Bros. Oil Co., Inc.	Crawfordville, IN	F & F Mart	1	4	0
BP Oil Co.	Cleveland, OH	BP Shop	15	820	0
Brabham Oil Co. Inc.	Bamberg, SC	E-Z Shop	1	0	0
Breez-In	*Hopewell, VA*	*Breez-In*	1	11	2
Brennan Petroleum Corp.	Mesa, AZ	Brenco	1	N/A	N/A
Brewster Sunoco/Smart Shop	*Brewster, NY*	*Smart Shop*	2	—	—
Briscoe Oil Co.	Tearell, TX	Cowboys	1	0	2
Brock Oil Co.	Bloomiongton, IL	Spee-D-Mart	2	8	0
Brooks Food Markets	*Minnetonka, MN*	*Brooks Food Market*	1	0	0
C.N. Brown Co.	South Paris, ME	The Big Apple Food Store	2	52	0
Browning Oil Co.	Bowling Green, KY	Shell Food Mart	1	9	0
Bruning Enterprises Inc.	*Trinity, NC*	*Quik Shop/Gas Stop*	1	2	0
Buchanan Oil	New Philadelphia, OH	Shell Food Mart	1	4	0
Buckley Gasoline Marketers, Inc.	Bridgeport, CT	Buck Stop	2	6	0
Buddy's Mini-Marts, Inc.	Jackson, MI	Buddy's Mini Mart	1	29	0
Budget Oil Co.	Owatonna, MN	Budget Mart	2	24	0
Burch Oil Co. Inc.	Hollywood, MD	Burchmart Food Store	1	0	0

KEY: N/A Precise figures not disclosed by company ? Plan to add C-stores, but exact number unknown — Does not pertain

* Includes some general information from 1991 *NPN* survey.

Store Summary

1990 Total	1991 Total	1992 Current	1992 Year End	Additions Projected In 1993	Number With Gasoline	Avg. Gasoline Volume Per Store/Per Month		Size (Sq.Ft.)	
						Mini	Full	Mini	Full
—	—	7	?	3	7	45,000	60,000	900	1,800
4	4	4	4	1	4	—	N/A	—	2,000
96	83	68	68	4	66	50,000	44,000	800	2,400
21	21	21	21	0	21	100,000	100,000	700	1,800
1	3	3	3	?	3	N/A	N/A	N/A	N/A
19	20	22	22	?	22	—	N/A	—	2,500
21	21	21	21	?	21	—	60,000	—	2,400
13	15	15	16	2	15	55,000	50,000	900	2,000
100	127	N/A	?	?	N/A	—	150,000	—	1,200
—	—	5,559	?	?	5,559	N/A	—	1,000	—
6	7	9	9	2	7	N/A	N/A	800	1,500
0	0	2	3	1	2	—	97,000	—	1,200
731	752	815	?	?	809	N/A	N/A	800	2,000
11	11	12	11	2	11	—	70,000	—	2,600
69	79	100	100	?	100	40,000	55,000	900	2,400
4	4	4	4	1	4	—	100,000	—	3,000
3	3	4	6	?	4	—	134,935	—	2,040
5	4	5	5	0	5	—	20,000	—	1,800
19	19	19	19	0	19	N/A	—	960	—
3	3	3	4	2	3	—	45,000	—	2,800
16	16	15	15	0	15	100,000	100,000	700	2,200
22	18	12	12	0	12	—	41,500	—	3,000
10	18	18	18	5	18	N/A	80,000	N/A	1,600
11	12	13	13	2	12	—	100,000	—	2,600
2	2	2	2	3	2	70,000	300,000	400	N/A
6	7	7	7	3	6	65,000	—	N/A	—
3	3	3	3	0	3	—	90,000	—	N/A
6	5	5	5	1	5	—	100,000	—	2,500
9	9	10	11	1	10	60,000	90,000	N/A	N/A
2	2	2	2	0	2	150,000	—	N/A	—
5	6	6	6	1	6	—	100,000	—	3,000
9	9	9	8	0	9	80,000	90,000	N/A	N/A
2	2	2	2	0	2	80,000	90,000	500	1,500
1	1	2	2	1	2	N/A	N/A	N/A	3,200
5	5	5	5	1	5	—	N/A	—	2,100
1	2	2	2	2	2	—	120,000	—	1,600
6	6	6	7	?	6	28,000	50,000	1,000	1,500
6	6	6	6	0	6	70,000	70,000	N/A	1,500
9	9	9	9	0	8	N/A	65,000	N/A	1,200
18	19	16	?	?	16	100,000	100,000	900	1,500
18	20	20	19	1	20	N/A	55,000	N/A	2,400
5	5	3	3	5	3	60,000	85,000	400	2,200
—	2	17	17	0	17	—	N/A	—	1,600
10	11	15	15	2	15	—	113,000	—	2,000
0	1	1	1	1	1	—	50,000	—	3,200
12	12	13	13	1	13	—	104,000	—	1,500
5	8	8	8	0	8	—	60,000	—	2,000
6	6	6	6	0	6	—	35,000	—	5,000
1	1	1	1	1	1	—	270,000	—	N/A
11	10	9	9	0	9	—	50,000	—	1,800
3	3	3	3	3	3	N/A	150,000	N/A	N/A
3	3	4	4	1	4	140,000	56,000	950	1,500
900	770	820	820	25	820	100,000	150,000	700	1,200
6	8	10	11	1	10	—	70,000	—	3,000
10	11	11	12	2	11	—	152,000	—	2,800
1	1	1	1	?	1	150,000	—	900	—
2	2	2	2	1	2	50,000	70,000	N/A	2,000
6	8	8	8	0	8	—	150,000	—	2,400
27	30	30	30	1	29	70,000	60,000	600	3,200
42	45	52	54	5	52	29,000	52,000	600	1,200
9	12	12	13	2	12	51,000	71,000	900	1,600
3	3	3	3	?	3	—	68,000	—	2,000
3	3	4	5	1	4	—	125,000	—	2,400
4	5	6	7	1	6	100,000	125,000	1,000	1,800
29	27	29	31	1	29	65,000	65,000	N/A	1,600
22	23	24	24	1	24	—	55,000	—	3,000
5	5	5	5	2	5	—	110,000	—	2,500

Note: Italicized companies are those which identified themselves as convenience stores marketers with gasoline; non-italicized companies are those which identified themselves as petroleum marketers with C-stores.

C-Store Summary (Cont.)

Company	H.Q. Location	C-Store Name	No. of States Where Stores Are Located	Company Operated	Franchise Operated
Burke Oil Inc.	Chamberlain, SD	Lake View Sinclair	1	0	1
Bursaw Oil Corp.	Danvers, MA	Pump 'n Pantry	1	8	0
Burton Oil Co., Inc.	Decatur, TX	Horizon C-Store	1	3	0
C & B Warehouse Distributing, Inc.	Virginia, MN	Short Stop	1	7	0
C First, Inc.	Woodstock, GA	Skinnys	1	0	0
C.G.C. Stores, Inc.	Muscatine, IA	Petro-n-Provisions	1	6	0
CHR Corp. / Rutter's Farm Stores	York, PA	Rutter's Farm Store	2	55	0
Cal Fee Co. of Dalton	Dalton, GA	Favorite Market	3	109	4
Campbell Oil Co.	Massillon, OH	Minit Mart	1	0	55
Cannon Oil Corp.	Dothan, AL	Cannon	3	16	0
Car Care Center of Crystal Lake	Wheeling, IL	Car Care Center	1	1	0
Carse Oil Co.	Orlando, FL	Ideal Food Store	1	10	0
Cashions Food Mart, Inc.	Cornelius, NC	Cashion's Quik Stop	1	0	0
Cenex Petroleum	St. Paul, MN	Cenex Convenience Store	10	22	221
Center Independent Oil Co.	Smock, PA	Sweet Pea's	1	6	0
Central Distributing Co.	Spanish Fork, UT	Fuel Ameria	3	4	0
Central Florida Oil Co., Inc.	Ocala, FL	Sun Mart	1	12	0
Certified Oil Co.	Columbus, OH	Certified	3	25	0
CF Marts of Pennsylvania	Clarks Summit, PA	Convenient Food Mart	1	1	25
Champlain Oil Co., Inc.	South Burlington, VT	Jiffy Mart	3	—	—
Chapman, Inc.	Sherman, TX	Texaco Food Mart	3	11	0
Chevron Corp.	San Francisco, CA	Chevron Food Mart	32	N/A	N/A
Childers Marketing, Inc.	Indianapolis, IN	Shell Food Mart	1	0	0
Christy's Market, Inc.	Brockton, MA	Christy's Market	4	0	12
Circle C Food Stores	Huntsville, AL	Circle C Food Store	1	0	0
Circle K Corp.	Phoenix, AZ	Circle K	30	N/A	0
Circle S Stop N Shop	South Sioux City, NE	Circle S Stop 'N Shop	1	2	0
Citgo Petroleum Corp.	Tulsa, OK	Quick Mart	2	15	0
Clark Oil & Refining Corp.	Clayton, MO	Clark Oil	12	876	11
Clarksville Oil & Gas Co.	Clarksville, TX	Armadillo	1	8	8
Cliff Brice Stations, Inc.	Pueblo, CO	Cliff Brice / EZ-Way Food Store	1	0	0
Cloud Enterprises	Pell City, AL	Cloud's Cubberds	1	29	0
Coastal Refining and Marketing	Houston, TX	Coastal Mart	21	552	80
Cocomart	Claremont, MO	Jiffy Mart	3	17	0
The Coen Co.	Canton, OH	Various	1	N/A	N/A
Coffee Cup Fuel Stop and Convenience Stores	Aberdeen, SD	Coffee Cup Fuel Stop	4	6	0
Coleman Oil Co.	Lewiston, ID	Dyna Mart	1	0	0
Con Sun Food Industries, Inc.	Elyria, OH	Convenient Food Mart	1	15	21
Connecticut Petroleum Marketers, Inc.	East Hartford, CT	Petro Pantry	1	9	0
Conoco, Inc.	Houston, TX	Conoco	21	455	0
Consumer's Gasoline Stations, Inc.	Nashville, TN	Scot Market / Consumer Market	4	59	0
Convenient Food Mart, Inc.	Schaumburg, IL	Convenient Food Mart	9	0	410
The Corner Inc.	Collierville, TN	The Corner Texaco	1	3	0
CR's Friendly Markets	Richland, PA	CR's Friendly Market	1	37	3
Craddock Oil Co., Inc.	McComb, MS	The C Store	1	19	0
Croatt Oil Co., Inc.	Appleton, WI	Croatt's Shell Service	1	0	0
Crest Petroleum / CFM Marketing	Omaha, NE	Convenient Food Mart	2	8	7
Crosby Dairy Products, Inc.	Bradford, PA	Crosby Mini Mart	2	0	0
Crossroads Food Mart, Div. Gutman Oil Co.	Belle Vernon, PA	Crossroads Food Mart	1	0	0
Crown Central Petroleum Corp	Baltimore, MD	Crown / Fast Fare / Zippy Mart	8	406	100
Crystal Flash Petroleum Corp.	Indianapolis, IN	Crystal Flash	1	N/A	N/A
Crystal Flash Petroleum of Michigan	Grand Rapids, MI	Crystal Flash	1	27	0
Cubby's	Omaha, NE	Cubby's	1	4	0
Cumberland Petroleum Corp.	Cumberland, MD	RG's Food Shop	3	0	0
Curtis Parker Oil Co. Inc.	Shreveport, LA	Conoco	1	N/A	N/A
Curt's Oil Co., Inc.	Muskogee, OK	Curt's Oil Co.	3	13	0
Dairy Mart Convenience Stores, Inc.	Enfield, CT	Dairy Mart	11	685	449
Jim Dandy Markets Inc.	Nashville, TN	Jim Dandy Market	1	32	0
Dandy Mini Mart Inc.	Sayre, PA	Dandy Mini Mart	2	14	0
Dark Oil Co.	Attica, KS	Dark's Landing	1	0	0
Dash-In Food Stores	La Plata, MD	Dash In / Little Sue	3	44	0
Daves Oil Co.	Greeneville, TN	Little Dandy Market	1	0	0
J.M. Davis Industries, Inc.	Morehead City, NC	Jim Dandy Food Store / Handy House	1	18	0
Davis Co. Inc.	Perry, GA	Quik Stop / Food Plus / Stop Buy	1	17	0
Day-Nite Food Mart	Versailles, IN	Day-Nite Food Mart	1	—	—
Day and Night Food Stores, Inc.	Vestal, NY	Day and Night Food Store	1	18	0
DeBlois Oil Co.	Providence, RI	DB Mart / Petro Pantry	3	25	0
Delta / Thrift Oil Co.	Petersburg, VA	Thrift Mart	1	3	0
De-Lux Dairy Markets, Inc.	Ellendale, DE	De-Lux Dairy Market	1	0	0
Dempsey's Texaco	Baton Rouge, LA	Dempsey's Texaco Self-Serv	1	0	0
Denny Klepper Oil Co.	Wichita, KS	Klepper Korner Stops	1	15	0
J.E. DeWitt, Inc.	South El Monte, CA	Various	1	1	19
Diamond Shamrock Corner Store	San Antonio, TX	Corner Store	4	757	0
Dickey Inc.	Packwood, IA	Dickey Prarie Home	1	N/A	N/A
Dickerson Stations, Inc.	Belleville, IL	Gas Mart	2	14	0

1990 Total	1991 Total	1992 Current	1992 Year End	Additions Projected in 1993	Number With Gasoline	Avg. Gasoline Volume Per Store/Per Month		Size (Sq. Ft.)	
						Mini	Full	Mini	Full
1	1	1	1	1	1	—	70,000	—	1,500
7	8	8	9	2	8	N/A	N/A	N/A	N/A
2	2	3	4	1	3	—	90,000	—	1,500
5	6	7	7	1	7	—	40,000	—	1,800
8	6	3	3	1	3	—	90,000	—	2,600
6	6	6	6	0	5	—	60,000	—	1,200
52	52	55	55	3	34	—	66,000	—	3,000
—	—	109	114	5	104	—	47,000	—	1,800
50	53	55	58	3	55	—	86,000	—	3,000
16	16	16	16	0	16	56,254	139,152	600	1,200
1	1	1	?	?	1	—	80,000	—	N/A
8	10	10	10	0	10	60,000	100,000	990	2,700
3	3	3	3	0	3	—	175,000	—	3,000
178	199	243	260	30	243	50,000	90,000	900	2,400
4	6	6	6	1	4	50,000+	50,000+	N/A	1,500
4	4	4	4	0	4	—	96,000	—	2,800
10	11	12	14	?	12	40,000	70,000	800	2,400
17	22	25	28	?	25	N/A	N/A	N/A	N/A
26	26	26	26	0	7	—	N/A	—	3,000
18	18	18	19	?	18	N/A	N/A	N/A	N/A
21	25	25	27	3	25	20,000	40,000	N/A	1,200
1,030	1,080	1,080	1,130	?	1,080	150,000	150,000	600	1,200
1	2	2	2	0	2	125,000	—	800	—
130	128	126	124	3	27	—	41,900	—	2,500
32	30	29	44	0	28	22,000	16,000	900	1,600
4,600	3,859	3,378	2,800	0	2,826	—	1,500	—	2,600
2	2	2	2	0	2	—	80,000	—	1,200
15	15	15	16	?	15	100,000	175,000	400	2,400
936	926	887	837	0	887	89,200	—	450	—
12	16	16	16	0	16	—	50,000	—	2,300
15	15	15	16	2	15	N/A	N/A	N/A	1,600
35	32	29	29	0	29	—	N/A	—	2,000
603	572	632	?	?	632	65,680	70,272	N/A	N/A
22	14	17	20	2	17	—	50,000	—	2,400
15	15	15	29	?	15	40,000	40,000	600	1,200
6	6	6	6	?	6	—	N/A	—	3,600
5	5	5	—	?	5	80,000	175,000	600	1,200
36	36	36	37	?	4	—	10,000	—	4,000
N/A	N/A	9	9	0	8	—	100,000	—	2,000
500	478	455	418	408	455	—	135,000	—	1,200
43	59	59	59	?	59	—	N/A	—	N/A
517	475	423	427	5	83	—	10,200	—	3,200
3	3	3	4	0	3	—	80,000	—	1,800
34	34	40	40	10	40	25,271	27,981	960	2,800
15	17	17	19	0	19	40,000	50,000	900	2,000
1	1	1	1	0	1	70,000	—	650	—
15	15	15	15	?	9	—	60,000	—	3,000
9	8	9	10	1	7	—	35,000	—	2,500
27	27	27	28	3	26	N/A	N/A	N/A	2,400
625	523	506	?	?	502	100,000	40,000	500	2,500
25	24	25	25	?	24	84,000	84,000	900	2,000
25	26	27	29	3	27	—	150,000	—	2,400
3	4	4	4	1	4	—	65,000	—	3,300
4	5	6	6	7	6	—	50,000	—	1,800
2	2	2	3	?	2	—	23,500	—	1,200
13	13	13	13	?	13	N/A	N/A	N/A	N/A
1,189	1,134	1,134	1,116	30	432	—	40,000	—	2,400
32	32	32	32	N/A	32	—	55,000	—	2,000
13	14	14	15	2	12	N/A	50,000	N/A	2,500
1	1	1	1	1	1	—	28,000	—	1,200
33	44	44	42	2	35	—	77,000	—	2,200
2	2	2	2	?	1	—	19,000	—	2,000
19	17	18	18	1	18	37,000	37,000	N/A	1,800
19	17	17	18	1	17	—	70,000	—	2,400
2	3	4	4	2	4	—	N/A	—	2,400
17	18	18	?	1	17	N/A	50,000	N/A	2,000
15	25	25	25	0	24	—	75,000	—	2,000
3	3	3	3	0	3	—	100,000	—	N/A
7	7	7	7	0	7	N/A	23,000	N/A	1,000
3	3	3	3	0	3	55,000	90,000	N/A	N/A
15	15	15	15	0	15	—	N/A	—	2,200
20	20	20	20	10	20	50,000	50,000	950	1,000
670	757	757	767	10	757	N/A	N/A	N/A	1,650
1	1	1	1	?	1	—	60,000	—	1,500
12	13	14	15-16	2	14	—	91,000	—	3,000

C-Store Summary (Cont.)

Company	H.Q. Location	C-Store Name	No. of States Where Stores Are Located	Company Operated	Franchise Operated
Dillon Companies Inc.	Hutchinson, KS	Kwik Shop / Tom Thumb / Quik Stop / Time Saver / Mini Mart / Loaf N Jug / Turkey Hill Minit Market	16	844	93
Dilmar Oil Co., Inc.	Latta, SC	Food Chief Convenience Store	1	27	0
District Petroleum Products	Sandusky, OH	Hy-Miler Food Store	1	25	0
Dixie Gas & Oil Corp.	Verona, VA	Dino's Food Mart	1	15	0
Doheny Oil Co.	Ballston Spa, NY	Nice-n-Easy	1	0	1
Don's Quick Shop	Inman, SD	Don's Quick Shop	1	0	0
Donnie's Deli and Grocery	Southaven, MS	Donnie's Deli & Grocery	1	4	0
Dormac Oil Co.	Clinton, IA	Dormac Oil	1	0	0
Double Quick Inc.	Indianola, MS	Double Quick	2	29	0
Downeast Energy Corp.	Portland, ME	Puffin Stops	2	23	0
*Drakes Refining Stations	Lansing, MI	Drakes Market Plus	1	10	0
Draper Energy	Wilton, NH	Hillsboro Farms / Snack Corner	1	0	0
Dyer Oil Co.	Sinton, TX	Tod's	1	1	0
Eastern Fuels, Inc.	Ahoskie, NC	Red Apple Market	2	42	0
Eblen Short Stop Stores, Inc.	Asheville, NC	Eblen Short Stop Store	1	4	0
Elwood Food Shop	Wilmington, IL	Elwood Food Shop	1	0	0
Englefield Oil Co.	Newark, OH	Duchess Shoppe	2	76	0
Emro Marketing Co.	Enon, OH	Speedway / Starvin' Marvin' / Bonded / United / ECOL Port / Gastown/Checker	16	1,572	0
Enmark Stations Inc. / Colonial Oil Co.	Savannah, GA	Enmark Stations	3	7	0
Erickson Oil Products	Hudson, WI	Freedom Valu Center	4	45	0
Ever Ready Oil Co. Inc.	Albuquerque, NM	Various	1	11	3
Evergreen Oil Co.	Evergreen, CO	Stop 'N Save	1	11	0
Express Convenience Centers / U.S. Oil	Combined Lakes, WI	Express Convenience Center	1	14	0
Exxon Company, U.S.A.	Houston, TX	Exxon Shop / Tiger Mart / Exxon Food Store	N/A	350	390
E-Z Mart Stores, Inc.	Texarkana, TX	E-Z Mart	5	342	0
E Z Serve Corp.	Houston, TX	E Z Serve / Majik Market/ Direct / Red Diamond	21	N/A	N/A
E Z Shop Food Marts	Maryville, TN	E Z Stop Food Mart	1	10	0
FKG Oil Company	Belleville, IL	Motormart	6	49	0
Farm & Home Oil Co.	Telford, PA	Farm & Home Corner Store	2	N/A	N/A
Farm Crest Milk Stores	Denver, CO	Farm Crest Milk Store	1	14	0
Farm Fresh Inc.	Wheeling, WV	Farm Fresh	2	16	0
*Farm Stores	Miami, FL	Farm Store	1	N/A	N/A
*Farmland Industries	Kansas City, MO	AmPride	9	N/A	N/A
Farris Express Fuels, Inc.	Tulsa, OK	XPress Fuels	1	8	0
Fast Stop	San Manuel, AZ	Fast Stop	1	4	0
Fastop Convenience Stores, Inc.	Honolulu, HI	Fastop	1	—	—
Fastop of Oklahoma	Tulsa, OK	Fastop	1	13	0
Fastrac Convenience Store	Albany, GA	Fastrac Convenience Store	1	3	0
Feather Petroleum	Grand Junction, CO	Stop 'n Save	1	8	0
Feeney Oil Co.	El Paso, IL	Thrifty Mart	1	0	0
Fina	Dallas, TX	Finaserve	4	113	0
Fitzgerald Convenience Store	Marietta, GA	Fitzgerald Food Store	1	11	0
Fleet Oil Co.	Athens, GA	Golden Pantry	2	92	0
Fleming Petroleum Inc.	Pittsburgh, KS	Short Stop Food Store	1	3	0
Flying J	Brigham City, UT	Flying J / Travel Plaza C-Store	25	70	4
Food and Fuel	Harvard, IL	Food and Fuel	1	3	1
Food Spot Stores	Miami, FL	Food Spot Store	1	0	0
Four Star Service, Inc.	Wyoming, MI	Four Star Service Station	1	10	0
Fran Oil Co.	Council Bluffs, IA	Eddy's	2	0	0
Friendly Service Station Inc.	Fairfield, CT	C/P Mart	1	5	0
Fun Food / Tiger Oil Co.	Harriman, TN	Fun Food	1	2	0
Gant Oil Co.	Walkertown, NC	Gant Food Mart	1	23	0
Garb-Ko Inc. / 7-Eleven	Saginaw, MI	7-Eleven / Super 7	4	48	118
Gardner Oil Co., Inc.	Monticello, AR	Cracker Box Food Store	?	17	0
GasAmerica Services, Inc.	Shirley, IN	GasAmerica Mini Mart	2	38	0
Gas Express	Honolulu, HI	Express Mart	1	15	0
Gate Petroleum	Jacksonville, FL	Gate Food Post	9	N/A	N/A
Gates Oil Co.	Falfurrias, TX	Exxon Shop	1	5	0
Gaylen Petroleum Co./ Westland Enterprises, Inc.	Atkinson, NE	Various	2	3	0
Genessee Farms Dairy Marts	Batavia, NY	Genessee Farms Dairy Mart	1	10	0
Gerlach Oil Co., Inc.	Abilene, TX	Chevron Food Mart	1	7	0
Get & Zip Convenience Stores	Redmond, VA	Get & Zip	1	5	0
Getty Petroleum Corp.	Jericho, NY	Getty Mart	12	N/A	N/A
Giant Industries Arizona, Inc.	Scottsdale, AZ	Giant Food Store	3	0	0
Gillespie Oil Co., Inc.	Bellefontaine, OH	Shell Food Mart	1	6	0
Git-N-Go, Inc.	Tulsa, OK	Git-N-Go Convenience Food Store	2	0	0
Glassmere Fuel Service	Tarentum, PA	Glassmart Food Store	1	0	0
Glenn's Grocery & Deli	Minnetonka, MN	Glenn's Grocery & Deli	1	1	0
Go Mart, Inc.	Gassaway, WV	Go Mart	3	70	0
Gold Harvest Market Inc.	Shingle Springs, CA	Gold Harvest Market	1	1	2
Goshen Dairy Stores	New Philadelphia, OH	Goshen Dairy Store	1	0	0

1990 Total	1991 Total	1992 Current	1992 Year End	Additions Projected in 1993	Number With Gasoline	Avg. Gasoline Volume Per Store/Per Month		Size (Sq. Ft.)	
						Mini	Full	Mini	Full
960	940	937	945	10	773	—	N/A	—	2,400
22	26	27	27	2	27	N/A	57,300	N/A	2,400
25	26	27	27	1	27	70,000	65,000	900	1,800
3	3	3	3	0	3	120,000	90,000	600	2,200
4	3	2	2	?	2	—	N/A	—	2,400
4	4	4	4	0	4	—	50,000	—	3,000
3	3	3	3	0	3	—	60,000	—	1,500
27	28	29	33	2	28	—	N/A	—	1,900
21	23	23	23	1	23	75,000	100,000	N/A	2,000
18	16	10	?	?	10	35,000	60,000	700	2,400
5	5	5	5	?	5	10,000	8,000	N/A	N/A
0	1	1	1	2	1	—	60,000	—	1,800
43	43	42	42	2	41	—	N/A	—	1,200
8	8	4	4	1	4	—	60,000	—	2,400
1	1	1	1	2	1	—	70,000	—	2,100
51	73	76	?	4-6	76	N/A	N/A	N/A	2,000
1,665	1,590	1,572	1,551	0	1,572	—	N/A	—	3,000
7	7	7	7	0	7	104,000	450,000	482	3,100
44	45	45	47	3	45	—	80,000	—	3,000
10	13	14	15	1	14	—	145,000	—	1,200
11	11	11	11	1	11	—	46,000	—	2,800
13	14	14	15	2	14	—	85,000	—	2,400
689	696	740	?	?	740	—	N/A	—	1,100
291	327	342	345	30	337	—	N/A	—	2,000
N/A	N/A	952	952	?	952	—	39,000	—	N/A
10	11	10	11	1	10	—	50,000	—	2,000
50	50	49	53	0	49	70,000	123,000	800	2,200
4	4	4	5	?	4	120,000	130,000	800	1,200
13	14	14	14	0	14	49,000	49,000	950	2,600
18	17	16	16	0	11	—	32,000	—	2,400
252	222	222	222	?	75	N/A	N/A	600	2,400
N/A	N/A	187	187	?	N/A	70,000	90,000	850	2,400
7	7	7	9	1	5	40,000	78,500	N/A	2,800
4	4	4	4	1	4	—	100,000	—	3,000
9	9	9	9	1	8	—	N/A	—	2,400
13	13	13	26	4	13	N/A	80,000	N/A	1,500
3	3	3	3	1	3	—	200,000	—	N/A
8	8	8	9	0	8	N/A	85,500	N/A	1,800
4	5	7	8	1	7	75,000	90,000	1,000	2,400
160	117	126	111	4	112	94,500	94,500	900	2,500
11	12	11	11	0	11	—	N/A	—	2,750
98	94	92	?	?	92	—	N/A	—	1,500
3	3	3	3	1	3	—	72,000	—	2,400
—	—	74	76	6	74	—	90,000	—	4,000
4	4	4	4	2	4	—	100,000	—	1,500
43	40	39	39	?	4	—	60,000	—	2,400
10	10	10	8-11	?	10	130,000	—	700	—
6	6	6	7	1	6	—	150,000	—	1,800
4	4	5	6	3	5	90,000	175,000	900	1,800
2	3	3	3	0	3	—	70,000	—	1,800
4	5	6	7	1	6	40,000	—	1,000	—
22	23	23	24	1	19	N/A	75,000	N/A	1,200
—	159	166	166	10	20	—	N/A	—	3,190
13	15	16	17	10	16	—	47,500	—	1,800
36	38	38	41	2	38	—	N/A	—	2,400
9	12	15	15	?	15	N/A	N/A	N/A	N/A
90	98	98	98	?	90	—	50,000	—	1,600
0	2	2	2	2	2	35,000	60,000	N/A	1,800
21	23	24	24	1	24	—	30,000	—	1,200
5	6	7	8	?	7	—	20,000	—	1,400
4	5	5	5	?	5	—	55,000	—	2,500
578	561	604	604	?	562	42,000	42,000	600	1,200
40	44	44	44	0	44	100,000	158,000	800	1,780
7	7	7	7	1	7	N/A	90,000	N/A	1,800
81	81	84	86	?	81	—	N/A	—	3,200
3	5	7	9	11	7	75,000	75,000	N/A	N/A
1	1	1	1	2	2	—	120,000	—	4,000
59	63	70	72	5	69	140,000	140,000	N/A	3,000
1	1	1	2	1	2	—	130,000	—	5,000
13	13	13	13	0	5	—	N/A	—	2,500

C-Store Summary (Cont.)

Company	H.Q. Location	C-Store Name	No. of States Where Stores Are Located	Company Operated	Franchise Operated
Grace Energy Corp.	Carthage, MO	Fastrip	4	30	0
Griffith Oil, Inc.	Huntingdon, PA	3G	1	6	0
Jack Griffith Petroleum Products	Stillwater, OK	Gas-Up	1	15	0
Geo. H. Green Oil., Inc.	Fairburn, GA	Greenway Store	1	7	0
Green Valley Grocery	Las Vegas, NV	Green Valley Grocery / Midjit Market	1	0	0
Gull Industries, Inc.	Seattle, WA	Express Lane / Quik Stop / HiCo	3	0	3
Handy Andy Food Stores	Indianapolis, IN	Handy Andy	1	12	0
Haywood Oil Co., Inc.	Waynesville, NC	Gas 'n Groceries	1	7	0
Henderson Oil Co., Inc.	Hendersonville, NC	Energy Mart	1	5	0
Herdrich Petroleum	Rushville, IN	Herdrich's	1	12	0
Heritage Oil Delivery Service, Inc.	Kingston, NY	Corner Store	1	2	0
Herkimer Petroleum Products Inc.	Utica, NY	Nice N Easy Grocery Shoppe	1	25	0
Herndon Oil Corp.	Abbeville, AL	Shell Food Mart / Super C Food Mart / Midi Mart	3	0	0
Hi Noon Petroleum Inc.	Missoula, MT	Various	1	0	0
*Angus I. Hines, Inc.	Suffolk, VA	Sentry Food Mart	3	49	0
Hit-N-Run Food Stores	Alton, IL	Hit-N-Run	1	6	0
Holiday Companies	Bloomington, MN	Holiday	7	0	30
Holiday Markets, Inc.	Valdosta, GA	Holiday Market	1	0	0
Home Oil Co. Inc.	Ashford, AL	Hobo Pantry	1	18	0
Home Oil and Gas Corp.	St. Joseph, MO	Weston Depot	1	1	0
Hooper Quick Stop, INc.	Brownsville, TN	Hooper Quick Stop	1	5	0
Hoover Oil Co. Inc.	Pine Bluff, AR	Big Red	1	10	0
Horizon Convenience Stores	Rockford, IL	Horizon Convenience Store	2	6	0
Horkey Oil Co. Inc. / Friend's Convenience Stores	Lubbock, TX	Friends Convenience Store	1	28	0
Housley Distributing Inc.	Silver City, NM		1	2	0
Hull Oil Co.	Panama City, FL	Jr. Food Mart	1	4	0
Wally Hutter Oil Co.	Quincy, IL	Snack Hut's	1	1	0
Ice Box Food Stores	Port Aransas, TX	Ice Box Food Store	1	10	0
Ilderton Oil Co., Inc.	High Point, NC	Iloco Mart	1	8	0
Imperial Oil Co.	Mt. Pleasant, MI	Next Door Food Store	2	35	2
Inland Energy, Inc.	Farmington, MD	Inland Express Shop	1	8	0
Inland Oil Co.	Ephrata, WA	Quick Stop	1	4	0
Inter City Oil Co., Inc.	Duluth, MN	ICO Convenience Plus	4	36	0
Investing Associates, Inc.	Cooperstown, NY	Taylor's Mini Mart	1	6	0
Iowa Oil Co.	Dubuque, IA	IOCO Speede Shoppe	3	30	7
J & J Mini Markets	Alamogordo, NM	J & J Mini Market	1	—	—
J & L Oil Inc.	Vernon Hills, IL	J & L Food Mart	2	21	0
Jack Rabbit, Inc.	Harlington, TX	Jack Rabbit / Chevron	1	0	0
Jackson Oil Co.	Clarksville, TN	Jackson Oil	1	11	0
Jackson Co. Oil, Inc.	Scottsdale, AZ	Fina Mart	2	6	0
Jaco Oil Co.	Bakersfield, CA	Fastrip	2	10	58
Jarrell Oil Co. Inc.	Florence, SC	Kwik Fill	1	13	0
Jay Petroleum	Portland, IN	Pak - A - Sak	2	0	0
J.W. Jenkins Inc.	Henderson, NC	Snack Shack	1	8	0
Jet Food Stores	Sandersville, GA	Jet Food Store	1	0	0
Jiffy Stop, Inc.	Milwaukee, WI	Jiffy Stop	1	10	1
Jimbo's Deli Mart East	Washaugal, WA	Jimbo's Deli Mart	1	2	0
Johnny Quik Food Stores, Inc.	Fresno, CA	Johnny Quik Food Store	1	0	25
Johnson Oil Co. Inc.	Columbus, IN	Big Foot Food Store	2	0	70
W.E. Jones Oil Co.	Texarkana, TX	Triple J	2	5	2
R.L. Jordan Oil Co., Inc.	Spartanburg, SC	Hot Spot	3	0	0
Jr. Food Mart, Inc.	Jackson, MI	Jr. Food Mart	18	100	244
JR Food Stores	Bowling Green, KY	JR Food Store	2	0	0
Junior Food Stores, Inc.	Meridian, NC	Supa Stop	2	0	0
*Kampgrounds of America, Inc.	Billings, MT	KOA	47	12	612
Kane Liquid Fuels, Inc.	Kane, PA	Kane	1	0	0
Kangaroo Inc.	Gainesville, GA	Kangaroo	1	0	0
Kaul's Mini Store	Milwaukee, WI	Kaul Mart	1	0	0
Kelley-Williamson	Rockford, IL	Mobil Mart	2	27	0
Kellen Oil Co.	Effingham, IL	7-Eleven	1	33	0
Kelso Oil Co. Inc.	Knoxville, TN	Pride Oil / Smoky Mountain Market	1	N/A	N/A
Ke-Mar Corp.	Locust Grove, VA	Summit Pantry Express	1	0	0
Kent Distributors Inc.	Midland, TX	Kent Kwik	1	23	0
Kerr-McGee Refining Corp.	Houston, TX	Kerr-McGee	8	66	0
Kimber Petroleum Corp.	Madison, NJ	Kwik Pik	1	5	1
Kimbro Oil Co.	Nashville, TN	Amoco Food Shop	1	19	0
Kincer's Inc.	Wharton, TX	Kincer's Food Store	1	15	0
King & King Enterprises	Kansas City, MO	King Super Store	3	30	0
Kirchman Oil Corp.	Belle Glade, FL	K Country Gas N Shop	1	5	0
Kocolene Oil Corp.	Seymour, IN	Kocolene Fuel / Food Mart	3	N/A	N/A
*Krause Gentle Corp.	West Des Moines, IA	Kum & Go	6	131	0
Kwik King	Ocala, FL	Kwik King	1	48	0
Kwik Shop	Hutchinson, KS	Kwik Shop	5	189	12
Kwik Stop	Carefree, AZ	Kwik Stop	1	16	0

1990 Total	1991 Total	1992 Current	1992 Year End	Additions Projected in 1993	Number With Gasoline	Avg. Gasoline Volume Per Store/Per Month		Size (Sq. Ft.)	
						Mini	Full	Mini	Full
26	30	30	32	3	30	—	93,500	—	2,100
8	9	10	10-12	1	6	—	50,000	—	2,800
14	15	15	15	?	15	N/A	65,000	N/A	3,200
7	7	7	7	0	7	—	85,000	—	2,000
9	12	12	12	2	6	—	N/A	—	3,000
60	75	75	75	2	75	80,000	80,000	N/A	2,000
11	12	12	12	0	8	—	40,000	—	2,000
9	7	7	7	1	7	N/A	N/A	N/A	2,400
5	5	5	6	1-2	5	—	30,000	—	1,800
9	11	12	12	2	12	85,000	25,000	N/A	1,000
2	2	2	2	0	2	—	80,000	—	1,800
22	23	25	25	2	25	100,000	80,000	N/A	2,500
22	24	43	44	?	42	65,000	65,000	850	1,500
2	3	4	4	2	4	—	75,000	—	1,500
31	32	49	?	?	48	—	65,000	—	1,400
6	6	6	6	1	3	—	60,000	—	2,400
230	240	244	244	10	244	N/A	N/A	N/A	4,000
41	48	47	?	?	46	—	N/A	—	2,400
16	17	18	17	1	18	N/A	60,000	N/A	2,500
2	3	3	3	?	3	30,000	60,000	N/A	N/A
4	5	5	5	0	5	N/A	45,000	N/A	3,500
7	8	9	10	0	9	N/A	80,000	N/A	N/A
6	6	6	6	2	6	—	100,000	—	3,200
21	23	28	31	2	28	80,000	70,000	600	2,400
2	2	2	2	0	2	50,000	—	900	—
4	4	4	4	0	4	100,000	60,000	1,000	2,400
1	1	1	1	0	1	82,000	—	780	—
10	10	10	10	0	10	—	30,000	—	2,400
6	8	8	8	1	8	—	81,000	—	1,800
38	37	37	37	6	35	70,000	100,000	800	2,500
13	9	8	8	0	8	N/A	N/A	700	1,500
4	4	4	4	0	4	70,000	70,000	900	1,600
31	33	36	36	2	36	—	60,000	—	2,000
4	4	6	6	0	6	N/A	N/A	N/A	N/A
36	37	37	37	0	37	—	58,700	—	2,400
7	7	7	?	?	7	—	N/A	—	1,000+
21	21	21	21	1-2	21	—	85,000	—	2,500
3	3	3	3	0	3	—	N/A	—	2,500
10	10	11	12	2	11	—	75,000	—	2,000
2	6	6	6	?	6	—	65,000	—	2,000
98	98	98	98	2	98	—	70,000	—	3,000
11	13	13	17	2	13	50,000	62,000	800	2,000
17	18	21	21	2	21	N/A	62,000	N/A	2,400
8	8	8	9	1	7	50,000	58,000	N/A	1,800
30	30	30	30	?	30	—	N/A	—	2,400
12	11	11	11	0	11	76,000	76,000	600	1,800
2	2	2	?	0	2	—	N/A	—	3,000
22	23	25	25	2	25	—	80,000	—	2,400
50	50	70	70	5	70	—	N/A	—	1,400
6	6	7	7	?	7	—	65,000	—	2,200
34	37	40	42	6	39	80,000	105,000	600	3,750
375	356	344	356	?	344	—	50,000	—	2,300
54	52	52	52	2	50	N/A	N/A	N/A	2,500
65	58	57	57	3	57	—	38,000	—	1,750
650	650	624	671	?	N/A	N/A	N/A	700	1,500
—	—	2	?	?	2	N/A	—	N/A	—
33	35	35	36	2	35	—	55,000	—	2,400
9	9	8	8	0	8	70,000	130,000	1,000	3,000
21	24	27	28	3	27	—	160,000	—	1,800
36	38	41	41	2	41	—	60,000	—	2,800
10	10	10	11	?	10	—	82,200	—	1,200
4	3	3	3	1	3	—	45,000	—	3,000
15	23	23	24	0	23	—	N/A	—	1,600
—	—	63	50	0	63	90,000	95,000	550	1,750
3	4	6	6	?	6	75,000	150,000	N/A	2,400
16	19	19	22	5	19	N/A	N/A	900	1,800
14	14	15	16	2	15	30,000	55,800	700	2,600
30	30	30	32	?	30	—	N/A	—	2,000
5	5	5	5	1	5	—	55,000	—	2,400
19	20	20	19	?	20	—	N/A	—	2,000
138	131	131	133	?	129	32,000	32,000	N/A	2,500
55	55	48	48	0	48	—	40,000	—	2,500
210	209	201	202	2	183	—	45,000	—	2,400
13	15	16	16	2	16	—	100,000	—	3,000

C-Store Summary (Cont.)

Company	H.Q. Location	C-Store Name	No. of States Where Stores Are Located	Company Operated	Franchise Operated
Kwik Trip, Inc.	LaCrosse, WI	Kwik Trip	3	229	0
Kwik Way	Billings, UT	Kwik Way	1	21	0
LDD Corp., dba Palmart	Palmyra, NY	Palmart	1	9	1
L & L Food Stores	Nashville, NC	L & L Food Store	1	0	0
Lake Elmo Oil Inc.	Lake Elmo, MN	Lake Elmo Oil	1	2	0
Lard Oil Co.	Denham Springs, LA	Jiffy Mart	1	7	2
Lassus Handy Dandy Food Stores	Fort Wayne, IN	Handy Dandy Food Store	1	20	0
Ledbetter Oil Co.	Marion, NC	Rainbow Pantry	1	5	0
Lee Foods, Inc.	Richmond, VA	Minit Mart	1	4	0
H.C. Lewis Oil Co.	Welch, WV	Kwik-Serv	1	N/A	N/A
Loco Inc.	Grand Junction, CO	Loco Food Store	1	6	0
Lone Star Company, Inc.	Jonesboro, AR	Lone Star	1	0	0
The Lyden Company	Youngstown, OH	Fast Check Food Mart / Amoco Food Shop	1	60	0
Lykins Companies	Milford, OH	Friends	2	10	0
Lynch Oil Inc.	Burley, ID	Mr. Gas	1	0	0
M & CP Investment Inc.	Port Washington, WA	Quik Stop Shoppe	1	1	0
MDK Corp.	Goshen, IN	Red D Mart	1	16	1
MFA Oil Co.	Columbia, MO	Break Time Convenience Store	1	67	0
Madison Mini Mart, Inc.	Montgomery, AL	Madison Mini Mart	1	1	0
Mahaffey Oil Co.	Kingston, PA	Butler Petroleum	1	3	0
Manassas Ice & Fuel Co., Inc.	Manassas, VA	S-Mart	1	N/A	N/A
Mapco Petroleum Inc.	Tulsa, OK	Mapco	9	278	0
Marathon Enterprises, Inc.	Wenham, MA	Marathon Mobil	1	1	0
Marathon Oil Co.	Findley, OH	Food Center	9	N/A	N/A
Marshfield Oil Co., Inc.	Marshfield, WI	Petro Pantry	1	0	0
*Martin & Bayley, Inc.	Carmi, IL	Huck's Convenience Store	5	N/A	N/A
Martin Oil Marketing, Ltd.	Alsip, IL	Martin Mini Food Mart	2	42	0
Matherly Oil Co.	Cabool, MO	Pump N Pantry	1	3	0
Maveric Country Stores, Inc.	Afton, WY	Maveric Country Store	8	113	0
Maveric Mini Marts, Inc.	Cushing, OK	Maveric Mini Mart	1	0	0
McCann's Top of the Mountain	Hot Springs, AR	Top of the Mountain	1	—	—
McCracken Enterprises, Inc.	Wake Forest, NC	Food Shop	1	12	0
McDonald Oil Co.	LaGrange, GA	Money Back Food Store	2	0	0
McKnight Oil Co.	Galax, VA	On the Way Food Store	2	—	—
McLeieer Oil Co.	Kalamazoo, MI	Food Port	1	3	0
McMullen Oil	Long Beach, CA	Larrus Snack Shop	1	0	0
Merritt Oil Co.	Mobile, AL	Merri Mart	2	0	0
Merritt Truax, Inc.	Salem, OR	Pride Mini Mart	1	N/A	N/A
Mickey's Enterprises, Inc.	Killeen, TX	Mickey's Convenience Food Store	1	15	0
Mid-Missouri Oil Co.	Kaiser, MO	Jiffy Stop	1	N/A	N/A
Mid-States Petroleum	Troy, MI	Mid-Mart	3	N/A	N/A
Midtex Oil Co. Inc.	New Braunfels, TX	Pit Stop Food Mart	1	0	0
Midwest Petroleum Inc.	Derby, KS	Stop-2-Shop	2	27	12
Midwest Petroleum Co.	St. Louis, MO	Express Lane	2	N/A	N/A
Luther P. Miller, Inc.	Somerset, PA	Luther's Little Store	1	5	0
Miller Enterprises, Inc.	Crescent City, FL	Handy Way Food Store	1	121	0
Mini Mart	Kenville, TX	Mini Mart	1	—	—
*Mini Mart, Inc.	Caspar, WY	Mini Mart	6	107	0
Minite Stop, Inc.	Bay Minette, AL	Minite Stop	1	10	2
Mission Trail Oil Co.	San Jose, CA	Mrs. Robbies Foodstore / Snackspot	1	10	1
*Mobil Oil Corp.	Fairfax, VA	Mobil Mart	19	551	616
Mohave Oil Co.	Kingman, AZ	Shell Food Mart	2	5	0
Monroe Oil Co., Inc.	Monroe, NC	Amoco Food Shop	1	3	0
Monument Oil Co.	Grand Junction, CO	Go-Fer Foods	3	3	15
F. Ray Moore Oil Co.	Washington, NC	Makin' Tracks	1	4	0
Moore Oil Co., Inc.	Monroe, LA	Stop - N - Save	1	6	12
J.R. Morgan Oil Co., Inc.	Carrollton, GA	Amoco Food Shop	1	8	1
Moy Oil	Dubuque, IA	Big 10 Mart	3	12	0
Mr. B's Mini Mart	Monterey, CA	Mr. B's Mini Mart	1	—	—
Mr. Convenience Inc.	Perry, OK	Mr. Convenience	1	1	0
Mr. Mini Mart, Inc.	Holly Pond, AL	Mr. Mini Mart	1	6	0
Mr. Petrol's Pantry, Inc.	Pocatello, ID	Mr. Petrol's Pantry, Inc.	1	4	0
Mugg & Bopps	Howell, MI	Mugg & Bopps	1	5	0
Mulgrew Oil Co.	Dubuque, IA	Amoco Food Shop	1	3	0
Munro Petroleum & Terminal	Biloxi, MS	MP Store	1	19	8
Murphy Oil USA, Inc.	El Dorado, AR	SPUR	12	0	143
National Convenience Stores, Inc.	Houston, TX	Stop N Go / Hex Store	3	742	0
National Oil & Gas, Inc.	Bluffton, IN	Deli Mart	2	0	0
*Neal, Inc.	San Antonio, TX	One Stop	1	25	0
Neches Food Inc.	Vidor, TX	Country Pantry	1	11	0
Nella Oil Co.	Auburn, CA	1-Stop Convenience Food Store	2	25	0
New Colonial Enterprises, Ltd.	Barnstead, NH	Barnstead Country Store	1	—	—
New Par, Inc.	Crozet, VA	Lucky Seven Food Store	1	4	0
Ney Oil Co.	Ney, OH	Ney Oil / Stop N Go	1	1	0
Noco Energy Corp.	Tonawanda, NY	NOCO Express Shop	1	N/A	N/A
Noel's Food Mart	Atoka, OK	Noel's Food Mart	1	6	0

1990 Total	1991 Total	1992 Current	1992 Year End	Additions Projected in 1993	Number With Gasoline	Avg. Gasoline Volume Per Store/Per Month		Size (Sq. Ft.)	
						Mini	Full	Mini	Full
215	224	229	235	10	228	—	N/A	—	2,500
21	21	21	21	?	18	—	40,000	—	2,400
9	8	10	11	3	10	89,000	65,000	800	2,000
10	10	9	10	1	9	—	35,000	—	2,400
—	—	2	2	0	2	—	82,500	—	1,600
6	7	7	7	2	7	—	50,000	—	1,800
18	19	20	20	1	20	—	100,000	—	N/A
5	5	5	5	1	5	—	75,000	—	2,000
4	4	4	3	1	2	—	50,000	—	2,700
4	6	6	7	?	6	—	65,000	—	1,800
6	6	6	6	0	6	100,000	80,000	880	2,200
4	4	5	5	?	5	112,000	218,000	825	2,000
57	59	60	63	5	60	N/A	87,500	850	2,000
7	10	10	10	2	10	125,000	125,000	900	2,000
8	8	8	8	1	8	80,000	75,000	900	1,900
1	1	1	1	1	1	—	150,000	—	2,900
15	17	17	18	1	17	—	90,000	—	1,800
—	—	67	69	2	67	60,000	60,000	1,000	2,400
1	1	1	1	0	1	—	60,000	—	1,400
3	3	3	3	0	3	40,000	—	780	—
0	1	1	?	?	1	—	50,000	—	2,000
312	286	278	263	4	277	110,000	95,000	750	2,400
0	1	1	1	0	1	120,000	—	1,000	—
408	413	423	423	?	423	N/A	N/A	800	N/A
5	5	5	5	1	5	—	75,000	—	2,800
105	100	105	108	?	100	—	48,000	—	2,500
43	43	42	42	5	42	N/A	135,000	N/A	2,400
3	3	3	4	?	3	—	100,000	—	3,000
105	112	113	113	4	113	—	69,300	—	2,000
2	23	23	23	0	22	30,000	50,000	N/A	N/A
1	1	1	1	?	1	—	N/A	—	N/A
11	12	12	10	1	11	—	52,000	—	1,600
21	22	23	24	4	23	—	72,000	—	2,500
6	2	10	12	?	10	—	90,000	—	1,500
3	3	3	3	0	3	—	70,000	—	2,000
1	1	1	1	1	1	40,000	—	1,000	—
17	17	18	18	0	18	100,000	—	800	—
4	4	4	4	?	4	75,000	—	900	—
15	15	15	15	1	14	—	40,000	—	2,800
6	6	6	6	?	6	—	N/A	—	1,700
44	38	38	42	?	38	120,000	120,000	800	2,600
9	10	10	10	1	10	—	77,500	—	2,200
39	39	39	39	?	39	—	60,000	—	1,000+
72	N/A	65	50	?	65	—	60,000	—	1,500
4	5	5	5	0	5	—	50,000	—	2,000
121	121	121	125	2	110	—	N/A	—	2,400
13	13	14	14	2	14	—	N/A	—	1,800
120	107	107	107	?	106	—	45,000	—	2,400
10	10	10	10	0	10	—	110,000	—	2,300
9	10	10	11	2	11	N/A	N/A	400	1,250
N/A	1,167	N/A	?	?	N/A	N/A	N/A	960	1,000
4	4	5	5	6	5	60,000	80,000	900	1,200
10	11	11	11	1	11	—	45,000	—	1,800
19	18	18	21	2	18	—	N/A	—	2,400
4	4	4	4	1	4	—	115,000	—	2,400
18	18	18	19	2	18	N/A	61,500	N/A	2,000
8	9	9	9	1	9	—	100,000	—	1,500
11	12	12	13	1	12	N/A	65,000	N/A	2,500
1	1	1	1	0	1	99,000	—	855	—
1	1	1	1	0	1	—	75,000	—	2,400
8	7	6	7	2	6	—	70,000	—	2,000
4	4	4	4	0	4	—	45,000	—	1,500
5	5	5	6	1	5	—	55,000	—	1,200
2	2	3	3	—	3	—	70,000	—	1,800
27	25	27	27	3	27	—	N/A	—	N/A
156	156	143	143	4	143	41,185	41,185	850	2,000
1,091	989	742	742	0	600+	N/A	N/A	800	2,700
48	52	55	58	4	55	—	75,000	—	1,800
25	25	25	27	?	25	—	42,500	—	1,750
10	11	11	11	0	10	—	N/A	—	1,000+
28	25	25	27	2-3	25	—	150,000	—	2,700
1	1	1	1	0	1	—	33,000	—	3,400
3	4	4	7	?	2	—	125,000	—	2,400
2	2	2	3	0	2	30,000	50,000	900	1,500
19	24	24	24	?	24	25,500	32,000	450	1,200
6	6	6	6	0	6	—	N/A	—	1,000+

C-Store Summary (Cont.)

Company	H.Q. Location	C-Store Name	No. of States Where Stores Are Located	Company Operated	Franchise Operated
North Texas Convenience Store, Inc.	Fort Worth, TX	Hansom Hanks	1	6	0
Northrup Oil Co.	Chillicothe, IL	NORCO Tank & Tummy	1	15	0
Northville Industries	Montgomery, NY	Snakville	1	7	0
O'Neil's Markets Inc.	Tacoma, WA	O'Neil's Market / Big O's Deli	1	1	0
Oakwood Food & Beverage, Inc.	Gainesville, GA	Oakwood Food & Beverage	1	0	0
Ocean Petroleum Inc.	Newark, MD	Ocean Petroleum	1	3	0
Okay Food Co., Inc.	Lufkin, TX	Okay Food Store	1	15	0
One Stop Oil Co.	Jacksonville, FL	One Stop	1	12	0
Oneida One Stop	Oneida, WI	Oneida One Stop Convenience Center	1	4	0
Orloski's Quik Mart	Wilkes-Barre, PA	Quik Mart	1	—	—
Orton's Convenience Stores	Walker, TN	Ortons	2	0	0
Outpost Station	Oak Hills, CA	Outpost	1	1	0
PDQ Food Stores	Middleton, WI	PDQ Food Store	1	N/A	N/A
PPS Co. Inc.	Soda Springs, ID	Keller 66	1	0	0
Pacific Petroleum	Springfield, OR	Gateway Exxon / Tiger Mart	1	0	0
Pam Fuels, Inc.	Sioux Falls, SD	Pump 'N Pack	1	8	0
Panoco	Portland, OR	Panoco	1	2	0
The Pantry, Inc.	Sanford, NC	The Pantry	5	N/A	N/A
The Pantry Store, Inc.	Clarksburg, WV	The Pantry Store	2	30	0
Par Mar Oil Co., Inc.	Marietta, OH	Par Mar Store / Gas N Goods	2	0	0
Parker Oil Co.	South Hill, VA	Red Barn / Petrol	2	2	28
The Parman Corp.	Nashville, TN	Par Mart	1	20	0
Patterson Oil Co.	Torrington, CT	Patco Handy Stop	1	10	0
Paxson Oil Co.	Saginaw, MI	Fast Pax Food Stores	1	1	1
Pennzoil Products Co.	Pittsburgh, PA	Pennz Mart	3	9	0
Perkins Whistlestop, Inc.	Perkins, OK	Whistle Stop	1	3	0
Perry's Pantry, Inc.	Beaverdam, OH	Perry's Pantry	1	6	0
Peterborough Oil Co., Inc.	Leominster, MA	Mr. Mike's Mini Mart	3	21	0
Petro P.S.C., L.P.	El Paso, TX	Petro Stopping Center	5	0	0
*Petroleum Marketers, Inc.	Roanoke, VA	Step In Food Store	2	N/A	N/A
Petroleum Product Corp.	Middleburg, PA	Best Mart	1	0	0
Petroleum Sales, Inc.	Decatur, AL	Bud's Store	1	15	0
Petroleum Sales & Service, Inc.	Buffalo, NY	Petro USA	1	4	0
Phil Flint Oil Co.	Flint, MI	Amoco Food Shop	1	14	0
Phillips 66	Bartlesville, OK	Phillips 66	29	N/A	N/A
Piasa Motor Fuels, Inc.	Alton, IL	Piasa Pantry	2	N/A	N/A
Pic Quik, Inc.	Hutchinson, KS	Pic Quik	1	6	0
Pik Nik Foods	San Antonio, TX	Pic Nic Foods	1	15	0
Pik N Run, Inc.	Port Charlotte, IL	Pik N Run	1	5	1
*Pilot Corp.	Knoxville, TN	Pilot Foodmart / Pilot Travel Center	24	90	0
Pinkie's Inc.	Odessa, TX	Pinkie's Mini Mart	1	4	0
H.B. Preston, Inc.	Burkburnett, TX	Preston Milk Store	1	0	12
Price Oil Co.	Andalusia, AL	Country Convenience Store	1	0	2
Pride Convenience Stores Inc.	Churubusco, IN	Pride Convenience Store	1	3	0
Pride Petro Co.	Yorkville, IL	Pride Petro	1	2	0
Prince Oil Co., Inc.	Pearisburg, VA	Texaco Food Mart	1	0	0
Private Brand Services, Inc.	Cadillac, MI	P.B.S. Party Store	1	1	0
Pump N Pantry	Montrose, PA	Pump N Pantry	1	8	0
Putnam Co.	Wellsboro, PA	Acorn Market	1	4	0
Quarles Petroleum Inc.	Fredericksburg, VA	Q Stop Food Store	1	17	0
C.R. Quesenberry, Inc.	Abingdon, VA	Chevron Food Mart	1	0	0
Quick 'N' Easy, Inc.	Fresno, CA	Quick 'N' E-Z	1	—	0
Quick Stop Food Mart, Inc.	Fayetteville, NC	Quick Stop Food Mart	2	80	0
Quick Stop Food Stores, Inc.	Sarasota, FL	Quick Stop Food Store	1	13	0
Quick Way Foods, Inc.	Niceville, FL	Quick Way Food Mart	1	11	0
Quickway Convenience Stores	Sidney, NY	Quickway Convenience Store	1	33	2
Quik Chek	Troy, NC	Quik Chek	1	22	0
Quik Mart Stores	Tucson, AZ	Quick Mart	1	0	0
QuikTrip Corp.	Tulsa, OK	QuikTrip	6	300	0
Quint Cities Petroleum Corp.	Moline, IL	One Stop Mart	2	8	0
RCH, Inc.	Minnetonka, MN	Quik Mart	1	4	0
R & H Maxxon, Inc.	Aiken, SC	Depot Food Store	2	19	0
Rainbow Food Mart	El Dorado, AK	Rainbow Food Mart	1	7	0
Rainwater Gas & Oil Co.	Florence, SC	Sav-Way	1	19	0
Redwood Oil Co. Inc.	Santa Rosa, CA	Food Mart	1	N/A	N/A
Reeves Oil Co.	Longview, TX	J-R's Kwik Stop	1	7	1
Retail Properties Inc.	Shreveport, LA	Kwik Snack Food Store	1	0	0
RG's Food Shops	Cumberland, MD	RG's Food Shop	3	0	0
Rhodes Oil Co. Inc.	Waterboro, SC	Texamart	1	5	0
Richdale Dairy Stores, Inc.	Lynn, MA	Richdale Convenience Store	2	50	0
Richert Oil, Inc.	Jennings, LA	Richert Oil	1	1	0
Rip Griffin Swift Shops Div.	Lubbock, TX	Swif Shop	6	14	0
River City Petroleum	West Sacramento, CA	BP / A-Mart	2	0	0
River Oil Co.	Memphis, TN	Mini Mart	1	4	0
R.M. Roach & Sons, Inc.	Martinsburg, WV	Texaco Food Mart	2	4	0
Road America, Inc.	Indianapolis, IN	Road America	1	11	0

1990 Total	1991 Total	1992 Current	1992 Year End	Additions Projected In 1993	Number With Gasoline	Avg. Gasoline Volume Per Store/Per Month		Size (Sq. Ft.)	
						Mini	Full	Mini	Full
7	7	6	6	1	5	—	100,000	—	N/A
17	15	15	18	2	15	N/A	70,000	N/A	2,400
0	7	7	7	3	7	—	72,000	—	1,600
5	5	1	4	0	1	—	100,000	—	1,400
2	1	1	1	0	1	—	50,000	—	3,500
2	2	3	3	2	3	90,000	150,000	700	1,400
15	14	15	14	1	15	—	250,000	—	2,500
12	12	12	12	0	12	N/A	60,000	N/A	1,200
4	4	4	4	1	4	—	N/A	—	1,800
—	—	31	?	?	31	N/A	N/A	N/A	1,800
18	18	18	?	?	18	N/A	45,000	N/A	1,200
1	1	1	1	0	1	—	100,000	—	2,500
89	87	76	76	0	57	—	97,000	—	2,400
—	—	1	1	?	1	N/A	N/A	N/A	N/A
0	1	1	2	?	1	—	300,000	—	1,000+
8	9	9	10	2	9	—	75,000	—	2,400
3	2	2	3	2	2	—	95,000	—	1,800
N/A	448	410	?	?	400	—	N/A	—	2,400
27	29	30	30	2	29	—	N/A	—	1,800
10	12	12	12	1	12	40,000	65,000	1,000	2,000
28	30	30	?	?	30	—	50,000	—	1,800
18	18	20	20	0	20	75,000	75,000	N/A	1,800
8	9	10	11	1	10	57,000	70,000	800	1,600
7	7	7	7	1	7	—	90,000	—	3,000
4	9	9	9	2	9	N/A	100,000	N/A	1,500
3	3	3	3	0	3	—	50,000	—	N/A
6	6	6	7	2	6	—	75,000	—	2,500
20	21	21	22	2	21	N/A	75,000	N/A	2,300
—	9	9	9	?	9	N/A	N/A	N/A	N/A
50	50	48	?	5	50	110,000	78,000	1,000	1,800
6	6	6	6	?	6	—	60,000	—	3,200
11	13	15	16	2	14	—	40,000	—	2,000
4	4	4	4	?	4	80,000	—	600-700	—
14	14	14	14	1	14	100,000	100,000	N/A	2,000
190	213	290	290	?	290	N/A	N/A	N/A	N/A
10	11	11	12	?	11	40,000	100,000	1,000	1,800
6	6	6	6	?	6	85,252	105,000	900	N/A
15	15	15	15	2	13	—	30,000	—	2,400
5	5	5	5	0	5	—	N/A	—	N/A
85	88	90	?	?	90	—	N/A	—	1,500
4	4	4	4	0	3	—	—	600	1,500
12	12	12	12	0	12	—	N/A	—	1,200
18	18	20	20	?	20	60,000	45,000	900	1,800
2	3	3	4	2	3	—	124,000	—	1,800
2	2	2	2	0	2	—	N/A	—	N/A
3	3	3	5	1	3	55,000	75,000	900	2,500
1	1	1	1	0	1	—	150,000	—	3,000
7	8	8	8	?	8	70,000	125,000	N/A	2,400
9	10	10	11	1	10	—	72,000	—	2,200
14	16	17	18	2	17	74,600	63,000	N/A	2,500
9	12	13	14	1	13	70,000	110,000	N/A	1,800
9	10	10	10	1	6	—	40,000	—	2,500
82	80	80	80	2	80	—	70,000	—	2,400
13	13	13	13	?	10	—	N/A	—	2,800
9	11	13	15	1	7	—	40,000	—	2,500
27	32	35	36	1	33	—	40,000	—	1,500
22	22	22	22	1-2	22	—	N/A	—	2,400
25	25	24	24	2	22	—	12,000	—	2,400
268	284	300	303	20	300	—	N/A	—	3,000
7	8	8	8	1	8	—	56,250	—	2,400
4	4	4	4	?	4	60,000	60,000	600	2,000
17	19	19	23	2	19	—	110,000	—	1,800
8	7	7	7-10	1-2	7	—	N/A	—	2,200
18	19	19	19	1	19	N/A	75,000	N/A	2,600
11	12	12	14	?	12	40,000	90,000	800	2,000
6	8	8	8	1	8	—	70,000	—	2,000
4	4	4	6	2	4	—	52,000	—	2,800
5	6	6	6	1	6	—	55,000	—	1,700
6	5	5	5	2	5	70,000	99,000	N/A	2,000
52	50	50	52	2	21	—	40,000	—	2,000
1	2	2	2	0	2	40,000	55,000	600	1,200
12	14	14	15	1	14	—	100,000	—	2,400
8	5	5	6	2	4	—	130,000	—	1,500
2	3	4	4	1	4	—	65,000	—	1,800
0	2	4	5	1	4	110,000	70,000	600	1,500
13	11	11	8	2	11	—	65,000	—	3,000

C-Store Summary (Cont.)

Company	H.Q. Location	C-Store Name	No. of States Where Stores Are Located	Company Operated	Franchise Operated
Rocky Mount Stop & Shop, Inc.	Rocky Mount, NC	Stop & Shop	1	5	0
Roger's Amoco	Maple Lake, MN	Amoco Food Shop	1	1	0
Russell Petroleum Corp.	Montgomery, AL	Kwik Shop	1	17	0
S & G, Inc.	Albuquerque, NM		1	11	0
SSG Corp.	Hudson, WI	Auto Stop	2	0	0
SACO Petroleum Inc.	North Kansas City, MO	Snappy Stores	2	10	0
Sahara Oil Co., Inc.	Phoenix, AZ	Rebel Quik-Mart	1	9	0
Sanders Oil Co.	Columbus, MS	Soco Stores	1	12	0
Santa Fuel, Inc.	Bridgeport, CT	Buck-Stop	3	N/A	N/A
Sav-A-Trip, Inc.	Cherokee, OK	Sav-A-Trip	2	19	0
*Save A Step Food Marts, Inc.	Louisville, KY	Save A Step Food Mart	2	N/A	N/A
*Save - X USA, Inc.	Roanoke, VA	Save - X Mini Mart	1	10	0
Scaff's Inc.	Lake City, FL	S & S Food Store	1	0	0
SCASCO	Winstead, CT	Nutmeg Pantry / Various	1	0	11
Schierl Companies	Stevens Point, WI	The Store	2	23	0
Schilling Petroleum Co.	Belleville, IL	Cross Check One Stop	1	4	0
Schmitt Sales, Inc.	Buffalo, NY	Schmitt's Robo Mart	1	0	0
Schmuckal Oil Co.	Traverse City, MI	Shell Mini-Mart	1	19	0
Scotchman	Wilmington, NC	Scotchman	5	151	0
Scullin Oil Co.	Sunbury, PA	Short Stop Mart	1	7	2
Seaco Express Shoppe	Rome, NY	Seaco Express Shoppe	1	9	1
Service Oil Co.	Cassopolis, MI	Service Mart	1	3	0
7-Eleven Stores	Oklahoma City, OK	7-Eleven	1	96	0
M.W. Sewall & Co.	Bath, ME	Quik Mart	1	0	0
Shay Oil Co.	Yuma, AZ	Shay's Self-Serve	1	10	0
Shearon, Inc.	Harvard, IL	Food and Fuel	1	3	1
Shell Co. (P.R.) Ltd.	San Juan, Puerto Rico	Shell Circle K	P.R.	3	5
*Shell Oil Co.	Houston, TX	Shell Food Mart	22	185	60
Shirtcliffe Oil Co.	Myrtle Creek, OR	Food Mart/Deli Mart	1	2	0
Shop 'N' Go, Inc.	Fresno, CA	Shop 'N' Go	1	16	0
Short Stop, Inc.	Bay Springs, MS	Short Stop	1	0	0
*The Sico Co.	Mount Joy, PA	Sicoserve	3	9	0
*Sinclair Oil Corp.	Salt Lake City, UT	Sinclair Service Station	14	220	80
Slack's Quik Sak's	Springhill, LA	Slack's Quik Sak	1	0	0
R.L. Smeltz	Greensburg, PA	Food Shop	1	0	0
Smile Gas	Augusta, GA	Smile Gas	5	48	4
Smith Oil Co. of Kankakee	Kankakee, IL	Smith Oil	1	12	0
Snappy Mart Stores, Inc.	Silver City, NM	Snappy Mart	1	0	0
Sooper Dooper Markets	Sturgis, SD	Sooper Dooper Quick Shop	1	3	0
Southern Counties Oil Co.	Orange, CA	Southern Counties Oil	1	5	0
Southern Grocers, Inc.	Red Bay, AL	Jr. Food Mart/Redmont/Grocery & Gas	2	0	2
Southern Marketing, Inc.	Shreveport, LA	Otto's	1	9	0
Southern Oil Co. Inc.	Suffolk, VA	Southern Food Store	1	6	0
Southern Sales of Aberdeen	Aberdeen, NC	Mac's Food Store	1	0	0
The Southland Corp.	Dallas, TX	7-Eleven	32	2,944	3,045
Southside Food Inc.	South Boston, VA	Jiffy Food Store	1	?	0
Southwest Georgia Oil Co.	Bainesbridge, GA	Inland Food Store	2	16	0
Speedway Center, Inc.	Martinsville, VA	Speedway Center	1	7	—
Speedy-Q Markets	Port Huron, MI	Speedy-Q	1	0	0
*The Spenser Co., Inc.	Huntsville, AL	Minitman Food Store/Citgo Mini Mart / Amoco Food Shop/Spenser Food Store	1	N/A	N/A
Spirits Shop, Inc.	Hollistead, MO	Fastrip / Fastlube	1	2	0
St. Romain Oil Co. Inc.	Mansura, LA	Wash N Go	1	3	0
Stallings Oil Co.	Rocky Mount, NC	Zip Mart	2	42	0
Stamark Convenience Centers	West Fargo, ND	Stamark	2	12	0
Stancil Oil Co.	Selma, NC	Amoco Food Shop	1	3	0
Star Enterprises	Houston, TX	Texaco Food Mart / Texaco Star Mart /	26	600	4,986
Star Oil Co.	Port Huron, MI	Plum's Convenience Store	1	N/A	N/A
Stamer's Quik Shoppes, Inc.	Tannersville, PA	Stamer's Quik Shoppe	1	—	—
Steuart Petroleum Co.	Washington, DC	Happy Store / Save More / Agip	6	N/A	N/A
Stimsons, Inc.	Ogden, UT	Stimson's Market	1	0	0
Stop-N-Go	Medina, OH	Stop-N-Go	1	11	0
Stop-N-Go of Madison, Inc.	Madison, WI	Stop-N-Go	2	0	0
Stop•N•Go Stores	Fargo, ND	Stop•N•Go	2	—	1
J.D. Streett & Co.	Maryland Heights, MO	Citgo / Sun / Coastal	2	14	0
Styles Bi Rite Food Store	Midlothian, VA	Styles Bi Rite	1	3	0
Sugar Bears Neighborhood Stores, Inc.	Smyrna, TN	Sugar Bears	1	1	0
Sun Co., Inc.	Philadelphia, PA	Atlantic A Plus Market/ Sunoco Food Mart	25	262	97
Sunny Food Stores	Calera, AL	Sunny Foods	1	19	0
Sunrise Convenience Stores, Inc.	Richmond, MI	Sunrise Convenience Store	1	20	0
Sunset Marts Inc.	Moscow, ID	Sunset Mart	1	7	0
SuperAmerica Group, Inc./Ashland Oil, Inc.	Lexington, KY	SuperAmerica	17	638	0
Supreme Petroleum Inc.	Suffolk, VA	Holiday Food Store	2	6	1
Sutey Oil Co.	Butte, MY	Thriftway Super SHop	1	6	0
Suwannee Swifty Stores, Inc.	Quitman, GA	Suwannee Swifty Store	3	201	0
Swatek Sales Corp.	Lake Geneva, WI	Express Lane	1	N/A	0

1990 Total	1991 Total	1992 Current	1992 Year End	Additions Projected in 1993	Number With Gasoline	Avg. Gasoline Volume Per Store/Per Month		Size (Sq. Ft.)	
						Mini	Full	Mini	Full
6	5	5	5	0	5	—	50,000	—	2,400
1	1	1	1	1	1	—	80,000	—	2,400
17	17	17	17	2	17	N/A	N/A	N/A	2,400
10	11	11	11	1	11	—	20,000	—	1,000
33	33	32	32	1	32	—	62,500	—	2,500
10	10	10	11	2	10	N/A	52,000	N/A	1,800
8	9	9	10	1	9	—	N/A	—	3,000
10	12	12	12	1	12	N/A	60,000	N/A	1,500
4	6	6	8	?	6	—	110,000	—	1,500
19	19	19	20	1	19	—	52,000	—	2,500
24	26	35	32	?	33	—	N/A	—	3,000
10	10	10	11	1	10	N/A	N/A	1,000	2,000
36	35	35	36	3-4	35	—	40,000	—	2,775
11	11	11	11	1	11	—	80,000	—	2,000
22	22	23	23	4	23	—	N/A	—	1,500
4	4	4	4	2-3	4	—	86,000	—	N/A
?	?	5	5	?	5	N/A	N/A	N/A	N/A
16	18	19	19	2	19	90,000	114,000	N/A	2,400
158	154	151	149	2	151	N/A	N/A	N/A	2,000
0	0	7	7	0	7	—	50,000	—	2,500
10	10	10	?	?	10	—	100,000	—	2,000
3	3	3	3	1	3	—	58,000	—	1,500
98	97	96	96	?	89	—	N/A	—	2,400
5	6	6	6	1	6	—	N/A	—	1,600
11	11	10	11	?	10	90,000	100,000	1,000	3,000
3	4	4	4	?	4	—	140,000	—	2,200
8	8	8	13	5	8	—	130,000	—	1,860
—	—	5,000+	?	?	5,000+	N/A	N/A	800	1,800
2	2	2	2	1	2	—	100,000	—	2,800
18	17	16	18	2	14	—	30,000	—	1,200
8	6	4	4	0	4	—	35,000	—	2,400
8	8	9	10	?	9	104,000	199,000	650	1,200
N/A	300	N/A	?	?	N/A	N/A	N/A	N/A	N/A
—	—	3	5	1	3	—	60,000	—	3,500
4	4	4	5	0	4	125,000	130,000	700	1,200
48	52	52	54	4	52	N/A	N/A	N/A	2,300
9	11	12	12	3	12	—	120,000	—	2,000
10	10	10	10	0	10	—	20,000	—	N/A
3	3	3	3	?	3	N/A	N/A	N/A	N/A
5	5	5	5	?	5	150,000	150,000	400	N/A
4	4	4	?	?	4	N/A	N/A	N/A	N/A
5	7	7	10	2	9	—	68,000	—	1,500
6	6	6	7	0	6	—	80,000	—	1,800
4	5	6	6	?	5	—	N/A	—	1,800
6,190	5,943	5,989	?	?	2,380	—	46,000	—	2,800
5	5	5	5	0	4	—	20,000	—	N/A
16	16	16	16	0	15	—	70,000	—	2,000
7	7	7	7	1	7	—	75,000	—	2,800
14	15	15	15	?	15	N/A	N/A	N/A	N/A
30	33	35	?	?	35	N/A	N/A	N/A	N/A
1	2	2	2	0	2	—	150,000	—	5,000
1	3	3	3	1	3	60,000	80,000	N/A	1,800
44	42	42	42	2	21	135,000	135,000	N/A	1,900
12	12	12	13	1	12	N/A	100,000	N/A	2,500
3	3	3	4	1	3	135,000	120,000	800	2,000
5,397	5,350	5,586	5,664	78	5,500	86,000	114,000	700	1,500
7	7	7	8	?	7	100,000	150,000	800	2,000
4	4	4	6	2	4	—	65,000	—	1,800
59	67	67	?	?	67	N/A	148,000	N/A	1,500
3	3	3	3	0	3	—	100,000	—	5,000
13	12	11	11	1	7	—	100,000	—	2,500
58	47	47	47	?	37	—	N/A	—	2,400
1	3	25	26	1	23	—	65,000	—	2,700
12	14	14	14	2	14	—	90,000	—	1,800
3	3	3	3	?	2	—	100,000	—	N/A
1	1	1	3	?	1	—	50,000	—	2,400
N/A	N/A	1,644	?	?	1,644	N/A	N/A	N/A	N/A
14	16	19	26	4	19	—	85,000	—	2,200
20	20	20	22	2	20	40,000	118,000	N/A	2,600
8	7	7	7	3	7	—	46,000	—	1,500
601	624	638	653	25	615	—	145,000	—	3,600
5	6	7	9	1	7	—	65,000	—	1,800
6	6	6	6	2	6	—	60,000	—	1,800
191	212	201	?	?	N/A	—	N/A	—	2,400
12	13	13	13	0	13	N/A	N/A	500	1,500

C-Store Summary (Cont.)

Company	H.Q. Location	C-Store Name	No. of States Where Stores Are Located	Company Operated	Franchise Operated
Taylor Oil, Inc.	Wellsville, KS	Taylor Oil	2	5	0
Tee Pee Food Stores, Inc.	*Morehead City, NC*	*Tee Pee Food Store*	1	0	0
Tesoro Alaska Petroleum Co.	Anchorage, AK	7-Eleven	1	40	0
Texaco Refining & Marketing, Inc.	**Houston, TX**	**Texaco Food Mart / Star Mart**	14	459	0
Thaler Oil Co.	**Chippewa Falls, WI**	**Express Mart**	1	17	0
Thornhill Oil Co. Inc.	**Ft. Wayne, IN**	**Amoco Food Shop**	1	8	9
Tier Oil Corp.	Vestal, NY	Tier 1 Stop Food Store	1	6	0
Tiger Mart, Inc.	Beebe, AR	Tiger Mart	1	0	0
Times Oil Co.	Lincolnton, NC	Times Turn Around Food Store	2	13	0
Timlaph, Inc.	**Richmond, VA**	**E-Z Oil Products**	1	9	0
T-Mart Food Stores, Inc.	***Dunn, NC***	***T-Mart***	1	0	0
Tom Thumb Markets	***Hastings, MN***	***Tom Thumb Food Market / Polka Dot Dairies***	2	150	23
Tom Thumb Food Stores, Inc.	*Hialeah, FL*	*Tom Thumb Food Store*	1	15	0
Tooley Oil Co.	Sacramento, CA	Shell Food Mart	1	6	0
Total 24, Inc.	***Racine, WI***	***Total 24***	1	1	0
Total Petroleum	**Denver, CO**	**Total / Vickers / Road Runner**	18	620	10
Tower Sales, Inc.	**Tower City, PA**	**Tower Sales Mini Mart**	1	8	0
Town Pump Grocery	*Snoqualmie, WA*	*Town Pump Grocery*	1	0	0
*Town Pump Inc. & Affiliates	Butte, MT	Town Pump Food Store	1	N/A	N/A
Trading Post	Austin, TX	Trading Post	1	1	0
Trailside General Stores	***Bountiful, UT***	***Trailside General Store***	9	23	1
Triangle Oil Co.	**Brainerd, MN**	**Triangle 1 Stop**	1	6	0
Triangle Stop Food Stores	**Hendersonville, NC**	**Traingle Stop Food Store**	1	9	0
Triton, Inc.	Atlanta, GA	Happy Stores	3	N/A	N/A
Twin Lakes Petroleum, Inc.	Athens, GA	Twin Stop	7	7	0
U-Gas, Inc.	**Fenton, MO**	**U-Gas**	1	0	0
Ultra Fast Food Stores, Inc.	***North Tonawanda, NY***	***Ultra Fast Food Store***	1	0	0
Ultra Power Corp.	**Monticello, NY**	**Ultra Power**	1	7	0
Ultramar, Inc.	Hansford, CA	Ultramart	1	190	150
Uncle Neal's Country Convenience Stores	*Hastings, NE*	*Uncle Neal's*	1	0	0
Uni-Marts	*State College, PA*	*Uni-Mart*	6	412	49
United Refining Co. of Pennsylvania	**Warren, PA**	**Kwik Fill / Red Apple**	3	194	0
United Stop N Shop	***Montgomery, AL***	***United Stop N Shop***	1	8	4
**Unocal	**Los Angeles, CA**	**Self Serve Mart**	6	21	0
Uno-Ven Co.	Arlington Heights, IL	Uno-Ven	16	N/A	N/A
Valdek Corp.	*Grand Forks, ND*	*Valley Dairy*	2	0	0
Valley Oil Corp.	**Staunton, VA**	**Royal Food Store**	1	10	0
Venta, Inc.	***Denver, CO***	***Convenience Plus Store / Various***	4	52	0
VEO Express Lanes, Inc.	**Monticello, NY**	**V.E.O. Express Lane**	1	0	2
Verona Oil Co. Inc.	Roscoe, NY	The Country Store	1	24	0
Vista Marketing Group, Ltd.	Rockford, IL	Vista / U-Pump	2	5	0
Waco Oil Co.	**Covington, KY**	**Waco Food Mart**	2	13	0
Wadkill's Markets	***Springfield, MO***	***Express Lane***	1	0	0
Wadworth Oil Co.	**Clanton, AL**	**The Store**	1	6	1
Wag-A-Bag, Inc.	*Round Rock, TX*	*Wag-A-Bag*	1	12	0
Wake Up Oil Co., Inc.	Indianapolis, IN	Wake Up Mini Snack Shop	1	5	0
Walker Oil	Nottingham, PA	Squire's Pantry	2	10	5
Wallis Oil Co.	**Cuba, MO**	**Pump Handle**	1	21	0
Waring Oil Co.	**Vicksburg, MS**	**Interstate Station**	2	28	0
Webber Oil Co.	**Bangor, ME**	**Mini Mart**	2	0	0
Welsh Oil Co.	Merrillville, IN	Welsh Mart	2	24	0
West Sun Petroleum Products, Inc.	Flagstaff, AZ	West Sun Food Mart	1	3	0
West Texas Gas, Inc.	Midland, TX	Uncles	1	22	0
Whitten Oil, Inc.	**Colville, WA**	**Whitty's Mini Mart**	1	5	0
Willaredt Oil Co., Inc.	**Matoon, IL**	**Gasland Food Mart**	1	10	0
A.T. Williams Oil Co.	**Winston-Salem, NC**	**Wilco**	2	107	0
E.L. Williams, Inc.	Orlando, FL	The Donut Shoppe	1	3	0
J.H. Williams Oil Co.	Tampa, FL	Dash In–Dash Out	1	6	0
The Wills Group. Inc.	Plata, MD	Dash In Food Store	4	N/A	N/A
Winnsboro Petroleum Co.	**Winnsboro, SC**	**Various**	1	10	0
Witco Inc.	***Lynchburg, VA***	***Quik-E Food Store***	1	8	0
Wolfco, Inc.	**Coopersville, MI**	**Amoco Gas-N-Go**	1	5	5
Woodland Oil Co.	Traverse City, MI	Shop-N-Go	1	0	0
Woody's Food Stores	Wickenburg, AZ	Woody's Food Store	4	20	1
Xtra Mart	**No. Grosvenordale, CT**	**Xtra Mart**	7	140	0
Yocum Oil Co., Inc.	**St. Paul, MN**	**Yocum Texaco Food Mart**	1	4	6
Zip Trip, Inc.	Farley, IA	Zip Trip	1	1	0

1990 Total	1991 Total	1992 Current	1992 Year End	Additions Projected in 1993	Number With Gasoline	Avg. Gasoline Volume Per Store/Per Month		Size (Sq. Ft.)	
						Mini	Full	Mini	Full
5	5	5	5	0	5	50,000	96,250	900	2,400
7	7	7	8	?	7	—	30,000	—	2,400
39	40	40	40	0	32	N/A	N/A	900	2,000
454	471	461	410	12	461	108,299	137,076	541	1,276
17	17	17	17	0	17	—	50,000	—	1,500
14	18	17	17	1	17	110,000	120,000	900	1,600
6	6	6	6	2	6	60,000	47,000	900	1,600
6	6	6	6	2	6	—	N/A	—	2,000
13	13	13	14	?	13	—	45,000	—	1,800
13	9	9	7	6	9	65,000	50,000	1,000	1,900
12	12	14	15	2	14	—	70,000	—	2,700
N/A	N/A	173	173	2	104	—	N/A	—	3,500
16	16	15	15	2	8	—	N/A	—	2,400
—	6	6	7	2	6	210,000	196,000	800	1,200
1	1	1	1	?	1	—	55,000	—	4,000
630	627	630	?	?	629	135,000	142,000	670	1,900
7	8	8	8	1	8	80,000	65,000	800	1,600
—	1	1	1	1	1	59,000	—	900	—
60	61	62	?	?	62	—	N/A	—	N/A
?	1	1	1	0	1	—	70,000	—	1,500
22	22	24	24	2	24	—	44,700	—	2,400
4	5	6	6	2	6	—	65,000	—	2,200
13	9	9	9	1	9	N/A	56,000	N/A	2,400
16	26	26	26	?	26	40,000	150,000	800	2,500
5	6	7	7	0	7	N/A	40,000	N/A	1,700
6	5	5	6	0	5	—	130,000	—	2,500
2	2	2	2	1	1	—	49,000	—	2,000
6	7	7	8	5	7	—	50,000	—	1,500
212	212	190	180	10	190	45,000	48,000	700	1,400
4	4	5	5	1	5	—	40,000	—	2,400
339	473	461	465	10	315	N/A	33,600	N/A	2,400
192	193	194	194	?	190	81,163	67,241	800	1,000
8	12	12	12	0	12	N/A	50,000	N/A	2,000
23	23	21	0	0	21	110,000	130,000	1,000	3,000
N/A	N/A	1,139	?	?	N/A	—	N/A	—	N/A
9	8	7	7	0	4	—	N/A	—	2,400
10	10	10	10	0	10	40,000	50,000	600	1,800
44	44	52	45	?	52	—	78,000	—	1,800
8	8	8	8	1	8	—	56,000	—	1,800
23	24	24	25	1	24	—	42,000	—	2,400
5	5	5	5	1	5	90,000	150,000	750	1,500
13	13	13	14	1-2	13	—	N/A	—	N/A
4	4	4	4	1	4	—	100,000	—	3,400
6	8	6	7	1	7	—	105,000	—	2,500
12	12	12	12	2	12	—	65,000	—	2,400
6	6	6	6	0	1	82,500	65,000	400	2,500
9	10	10	10	2	10	N/A	80,000	N/A	N/A
20	21	21	22-23	1-2	21	—	80,000	—	2,500
24	26	28	29	2	28	—	125,000	—	3,300
4	6	8	10	2	8	45,000	50,000	N/A	N/A
20	21	24	25	3	24	N/A	N/A	N/A	3,000+
1	1	3	4	0	3	—	30,000	—	1,400
18	20	22	24	?	22	N/A	60,000	N/A	1,000
5	5	5	5	0	5	30,000	60,000	500	1,450
10	10	10	10	0	10	N/A	N/A	N/A	N/A
97	102	107	110	5	107	—	N/A	—	2,300
5	5	6	8	1	6	110,000	110,000	900	1,800
47	48	48	48	?	40	140,000	85,000	1,000	2,200
8	10	10	10	2	10	—	75,000	—	1,800
4	5	5	6	1	5	150,000	100,000	800	1,200
8	8	8	9	?	8	N/A	80,000	N/A	1,800
—	—	21	22	1	21	95,000	95,000	N/A	2,400
110	126	140	145	?	140	80,000	50,000	750	1,250
10	10	10	10	2	10	—	140,000	—	2,500
1	1	1	1	0	1	—	45,000	—	1,750

(Continued from page 51)
C-stores in the U.S. declined from 71,200 in 1990 to 69,600 in 1991, the first year-to-year decline ever.

Total industry profit before taxes was zero in 1991, although that was an improvement over the previous year, when the industry had a combined loss of $150-million.

Total industry sales were up slightly in 1991, NACS says, but merchandise sales declined from $40.4-billion in 1990 to $40.1-billion last year. However, gasoline sales at convenience stores were up 2.6% to $35-billion.

On the whole, smaller companies did much better than the giant chains, according to the SOI study. Chains with over 500 stores, for example, reported pretax losses of $12,800/store, while the smallest firms (1-10 stores) had per-store profits of $14,000.

A different slant

This somewhat gloomy portrait of the C-story industry, however, doesn't tell the whole story. While *NPN*'s exclusive survey, which unfolds on the next 16 pages, agrees in substance with other industry analyses of the current state of the C-store market, data from our survey offers a more complete picture of what's taking place in the industry.

The *NPN* survey is unique in that it profiles over 500 leading companies (both petroleum marketers and convenience store chains) on a company-by-company basis. The aim of this survey is to not only show how many outlets an individual firm now operates, but what its plans are for the next 18 months.

In the past several months, our editors have been gathering C-store industry data by surveying marketers and C-store operators around the United States. To gather this data, *NPN* mailed out hundreds of questionnaires to major and independent oil companies, petroleum marketers and large, midsized and small convenience store companies.

To supplement this survey information, data from the 1992 annual *Market Facts* questionnaires were also incorporated. In addition, *NPN* staff members conducted hundreds of followup phone interviews.

The survey was designed to elicit as much information as possible about industry trends. It was not our intention to derive another total convenience store "universe" number. Instead, this survey focuses on company growth patterns and plans—which companies are growing and which are pulling back on their convenience store investments.

We polled more than 500 companies that not only operate C-stores, but also sell gasoline. The combination C-store/gasoline outlet has become the dominant retail marketing format for both petroleum companies and C-store firms.

In the survey, *NPN* also sought information on store locations, by state, of each company's retail sites. This portion of the survey will be presented in a special report in the January 1993 issue of *NPN*.

Many of the companies surveyed responded to all of the questions. Others were a little less revealing and did not answer all of the questions. However, the information on the following pages offers a good picture of what the great majority of companies are doing in the convenience store business.

The chart on the following pages tracks key trends for each of the companies such as growth in number of outlets since 1990 and projected growth through the end of 1993. Also shown are the number of franchised and salaried operations, the number that sell gasoline, average gasoline sales per outlet and average store size for mini and full-sized outlets.

What the numbers show

Sorting through and summarizing the C-store data presented on the following pages reveals some very interesting overall trends, especially when the data is grouped by size of company (1-25 stores, 26-50 stores, etc.). Here's how those numbers break out:

■ *1-25 C-stores.* Of the respondents in the size category, 163 firms said they had added a total of 392 stores from 1990 to the present time, while 44 firms reported losing (closing or selling) a total of 101 stores.

More interesting yet is the fact that 233 respondent companies said they planned to add a total of 536 convenience stores by the end of 1993, an average of about 2.3 stores/company. Only five companies in this grouping expected to lose outlets, a total of only 16 stores.

■ *26-50 C-stores.* A total of 28 marketers and store operators in this category reported adding 128 stores to their totals since 1990, and another 11 said their store totals had decline by 40 units.

Thirty-two companies said they would add 129 stores (about four per company) in the next 18 months, while one operator expected to lose three outlets.

■ *51-100 stores.* Eighteen companies that currently have between 51 and 100 stores said they added 213 stores since 1990, and another 12 companies lost 79 stores.

Plans for the future: 23 firms said they would add 95 stores by the end of next year and three said they would dispose of 35 units.

■ *101-200 C-stores.* Five respondent companies in this larger (and less numerous) grouping added 47 stores in the past two years, while seven said they had unloaded 90 stores.

By 1993, 11 of these firms expect to add a total of 52 outlets (almost five per company) and two said their store counts would decline by a total of 31.

■ *200-plus C-stores.* In this largest category, 16 companies built their C-store chains by 758 total units since 1990. However, 18 companies reported losing a total of 2,619 outlets in that period. Almost half of this loss (1,222 units) was reported by one company, Circle K Corp.

By the end of 1993, 14 of the larger companies plan to add 554 outlets to their totals. Another nine firms expect to lose a total of 797 stores. Again, the bulk of these losses is projected to occur among two or three very large companies.

The grand totals are as follows:

■ 230 companies added 1,548 outlets since 1990.

■ 92 companies lost 2,929 outlets.

■ 313 companies expect to add 1,366 C-stores by the end of 1993.

■ 20 companies anticipate losing 882 stores by the end of next year.

The net loss of stores since 1990 is 1,381 outlets. However, the projected gain in total outlets by the end of next year is 484 C-stores.

It's apparent from this data that the smaller companies (under 100 stores) are faring much better, in relative terms of store numbers and profitability, than their larger counterparts in today's market. This suggests, although it does not prove, that small and medium-sized companies are more flexible in operating their businesses and are doing a better job of containing costs, keeping indebtedness in line and responding more astutely to local market conditions.

If marketers can meet their projected growth targets over the next year or so, it could signal the economic turnaround the industry has been looking for.

Other data

The survey questionnaires also generated some operational data not found in the following table.

For example, 205 of the responding companies, approximately 40% of the total, now operate car washes at some of their locations. About 80% (405 companies) have deli/fast food operations at many of their stores, and 322 have sitdown eating facilities.

About 60% of the respondents (309) handle lottery at their stores, and 20% have ATM units. About 80% (409 companies) sell alcoholic beverages. However, only 43 companies reported having scanning equipment at any of their outlets, although some companies are known to be expanding their scanning capabilities in a large way.

Approximately 60% of the respondent firms have plans to upgrade a number of their outlets in the coming year, with 303 companies indicating they would remodel or rebuild a total of 1,482 units.